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RECRUITING SKILLED ORDERLIES FOR HEALTH CARE ORGANIZATION

Case: Etelä-Savon sairaanhoitopiiri (ESSHP)

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ABSTRACT

This thesis deals with improving the recruiting of orderlies for the case company Etelä-Savon sairaanhoitopiiri (ESSHP). The objective of the study is to explore the current recruiting process of orderlies and based on the results suggest improved recruiting solutions. In this study, the term orderly is defined as the person who accounts to non-medical care of patients and the maintenance of order and cleanliness in a health care organization.

The study is a qualitative case analysis and it is divided into theoretical and empirical parts. The theoretical framework of the thesis was conducted by studying written sources. The literature of human resource management and especially the theories of personnel planning, recruitment and motivating were studied critically. Industry analysis of cleaning branch and regional study of Mikkeli region were mostly based on internet sources and articles. The empirical part of the thesis contains situational analysis of the current orderly recruitment procedures and it is based on the group interview of cleaning managers of ESSHP.

As the main result, the study revealed that the cleaning managers have utilized recruitment procedures versitally and issues complicating the recruitment are regional and cleaning industry related. In conclusion part, the continuation of active cooperation with local operators, foreign workforce utilization and national image liftup for the whole cleaning branch are recommended. For further research topics are suggested the study of how the national image lift up for the cleaning industry could be implemented and the further study of the employment of immigrants in the region of Mikkeli.

Keywords: human resources, recruiting, cleaning industry, orderly

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TIIVISTELMÄ

Tämän opinnäytetyön aiheena on sairaalahuoltajien rekrytoinnin edistäminen toimeksiantajayritykselle Etelä-Savon sairaanhoitopiirille. Tutkimuksen tavoitteena on selvittää tämänhetkinen sairaalahuoltajien rekrytointiprosessi ja näiden tuloksien perusteella ehdottaa parempia rekrytointiratkaisuja. Tässä työssä sairaalahuoltaja määritellään henkilöksi, joka huolehtii potilaiden ei-lääketieteellisestä hoidosta sekä yleisestä järjestyksestä ja siisteydestä terveydenhoitolaitoksissa.

Tutkimus on kvalitatiivinen tapausanalyysi ja se on jaettu teoria- ja empiriaosiin. Lopputyön teoreettinen viitekehys rakentui kirjallisia lähteitä tutkimalla. Henkilöstöhallinnon ja erityisesti henkilöstösuunnittelun, rekrytoinnin ja motivoinnin teorioita tutkittiin kriittisesti. Siivousalan analyysi ja Mikkelin aluetutkimus perustuivat internet-lähteisiin ja artikkeleihin. Lopputyön empirinen osuus sisältää lähtökohta-analyysin tämänhetkisen sairaalahuoltajien rekrytoinnin toiminta-tavoista ja se perustuu ESSHP:n siivouspäälliköiden ryhmähaastatteluun.

Tärkeimpänä tuloksena tutkimus paljasti, että siivouspäälliköt ovat hyödyntäneet rekrytoinnin toimintatapoja monipuolisesti ja, että rekrytointia hankaloittavat tekijät ovat yleisiä alueeseen ja siivousalaan liittyviä asioita. Päätelmäosiossa suositellaan ratkaisuksi aktiivisen yhteistyön jatkamista paikallisten toimijoiden kanssa, ulkomaalaisen työvoiman hyödyntämistä ja koko siivousalan imagon parantamista maanlaajuisesti. Jatkotutkimusaiheiksi ehdotetaan tutkimusta aiheesta kuinka maanlaajuinen siivousalan imagon parantaminen voitaisiin toteuttaa ja jatkotutkimusta maahanmuuttajien työllistymisestä Mikkelin alueella.

Avainsanat: henkilöstö, rekrytointi, siivousala, sairaalahuoltaja

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1 INTRODUCTION

This thesis aims at finding new improved solutions on how to recruit skilled and motivated orderlies for a health care organization. Introduction chapter clarifies the purpose and the actualization process of the thesis. The introduction chapter consists of background information, objectives of the thesis, research method declaration and data collection procedures, theoretical framework and the structure of the thesis.

1.1 Background for the thesis

In the summer of 2011 the author was working for Etelä-Savon sairaanhoitopiiri (ESSHP) as an orderly. Oxford Dictionaries (2011) defines orderly as “an attendant in a hospital responsible for the non-medical care of patients and the maintenance of order and cleanliness”. According to the conversations the author had during the working time in the hospital and in everyday work, the author noticed that there is a constant shortage of skilled orderlies especially in the summertime when most of the vacations of permanent orderlies are held. It is not exaggerated to mention that personnel are the most important resource for the company (Vaahtio 2007, 15).

Mostly heard reasons for why there are not enough workers in the field were that young people are not interested in cleaning work and the average age of personnel is high. According to futurologist Ilkka Halava young people understand their status as selectors in working life. The employer has to offer attractive working environments and interesting work tasks. (Oksanen 2011, 30.) Aged personnel may apply for part-time pension, which creates own challenges for the planning of work shifts and increases the need of labor. In next few years, several orderlies of ESSHP are retiring and it is hard to find new skilled and motivated employees to cover the need in sustainable way.

Shortage of the workforce is creating pressure for the both cleaning managers and orderlies. Cleaning managers need to guarantee that the work is done even when

sick- and annual leaves occur. The orderlies need to be flexible in shift planning and for possible changes of workstations. The need of skilled substitute orderlies is factual.

1.2 Objectives

The aim of the thesis is to improve the recruiting of orderlies for ESSHP. The case includes the knowledge of recruiting of orderlies in Mikkeli Central Hospital. However, the recommendations and results are applicable also for recruiting of orderlies for Hospital of Moisio. The company structure is described in section 4.2 Company introduction. In order to reach the aim, there are four main objectives that will lead the author through the process.

First objective is to familiarize with human resource theories in order to build solid base for the structure of thesis and give direction for the research work. Academic literature of personnel planning, recruitment and motivating will be studied. Cleaning business and the region of Mikkeli will be analyzed in order to understand the industry and the operational environment of the case company. Second objective is to make an analysis of the current means of recruiting orderlies by interviewing the managers of cleaning department in Mikkeli Central Hospital which operates under ESSHP. Matters such as how the recruitment process of orderlies is managed at the moment and what does the personnel planning of future include.

Third objective is to deepen author's knowledge of cleaning industry and immigrants as workforce in the area of Mikkeli by interviewing the representatives of local employment agency and vocational school. The researcher will examine whether there has been cooperation between the cleaning department of ESSHP and above mentioned operators and what kind of cooperation has existed. Fourth objective is to select the best means of recruiting orderlies for the case company and present them in the chapter 5 of the thesis. Table 1 summarizes the objectives of the thesis.

Table 1 Objectives of the thesis

1. Familiarizing with human resource theory, analyzing the cleaning business and making regional analysis of Mikkeli.
2. Getting general overview of the current means of recruiting orderlies by interviewing Cleaning managers of Mikkeli Central Hospital.
3. Deepening the knowledge of cleaning schooling and immigrants as workforce in the region of Mikkeli by interviewing local employment agency and vocational school.
4. Collecting the best ways of recruiting orderlies for the case company.

Following research questions have been composed by considering the background and objectives of the thesis.

Main question:

- How to find the skilled and motivated orderlies to cover the need of ESSHP?

Sub questions:

- What does the literature of human resource management refer of personnel planning, recruitment and motivating employees?
- How has the recruitment process of orderlies in Mikkeli Central Hospital been before?
- What kind of job advertisement has been used?
- What kind of cooperation there has been between the cleaning department of Mikkeli Central Hospital and the local governmental employment agency and vocational school?
- Could immigrants be used as a workforce?

1.3 Research methods and data collection

Qualitative method was chosen as the main research approach for the thesis. The method pursues describing real life phenomena and since reality is always diverse, it can not be broken into clear fragments. The aim of qualitative research is to understand the research subject comprehensively. Qualitative researcher can not be objective in traditional way since the existing values are shaping the general view and understanding. It is generally acknowledged that the aim of qualitative research is to find and reveal facts not verify already existing theories in real life. (Hirsjärvi, Remes & Sajavaara 2007, 157.)

Human being as a source of information is appreciated in qualitative research. Data is collected by using methods which emphasizes the opinions and understanding of the interviewee. Useful methods are, for example, observation, theme- and group interviews. Qualitative sample group is chosen appropriately for the specific research; comparably in quantitative research the random sample is used. Qualitative research cases are managed as unique and the data is interpreted according to the case. (Hirsjärvi, Remes & Sajavaara 2007, 160.)

Both primary and secondary sources will be used to collect the information that this thesis includes. The relevant material for the case study will be collected through three interviews, by studying academic literature and by assimilating author's own work experiences in the company. While studying academic literature the main focus area will be in the matters of human resources; more specifically in personnel planning, recruiting and motivating.

Interviews are the main research method, because the answers reflect the attitudes and experiences of the interviewees of the chosen phenomenon. Answers are rather truthful when the interviewees can formulate them by themselves. Academic literature will deepen the author's and also commissioners' knowledge on the matters of human resources and especially on recruiting, motivating and personnel planning, which is crucial for the success of the thesis. Author's own work experience in the case company is also mentioned as a data collection tool. Observation of the work tasks, colleagues and working environment has created an overview of

the profession. The preunderstanding of the work of an orderly is an advantage when forming the interview structures for the study.

1.4 Theoretical framework and limitations

The thesis includes the theory of human resource management (HRM), which makes it necessary to define the general ideas behind the broad concepts. However, the study does not comprise all the activities performed under the concept of HRM since it will not be relevant for the case. Theories of personnel planning, recruitment and motivating are explained more in detail. Moreover, the thesis does not study the financial aspect of either the case problem or recruiting solutions.

The study focuses on offering alternative solutions for recruiting of orderlies suitable specifically for the case company ESSHP and therefore can not be applied directly on the recruitment of other workforce operating in hospital environment such as doctors, nurses and secretaries. In the thesis, the term orderly is defined as the person who accounts to non-medical care of patients and the maintenance of order and cleanliness in health care organizations. The specific work tasks of orderlies are introduced in the section 4.3 Importance of an orderly in hospital.

In industry analysis, the cleaning branch in Finland is introduced; however the thesis concentrates only on the cleaning personnel working in the health care sector. In the case section, the study of recruiting orderlies is focused only on Mikkeli Central Hospital. Even though Hospital of Moisio is also part of ESSHP, it is excluded from the study. The results and recommendations of the study can be utilized also in Hospital of Moisio which the reason why ESSHP is named as the case company. More detailed information of the company structure can be read from the section 4.2 Company introduction.

1.5 Structure

Thesis includes altogether six chapters starting with an introduction chapter, which presents the aim and objectives of the thesis. Chapter 2 is composing the theoretical framework for the thesis by engrossing into human resource theory. Chapter 3 focuses on the industry analysis of cleaning sector in Finland. Empirical section of the thesis, chapter 4, includes the regional study of Mikkeli and the case of Etelä-Savon sairaanhoitopiiri. Chapter 5 gathers the conclusions and recommendations. Finally, chapter 6 summarizes the thesis.

Chapter 2 introduces applicable human resource theories which are important to study before the case. The concepts of personnel planning, recruitment and motivating will be emphasized. The data collected for the chapter is from secondary sources such as books, articles and internet sources.

Chapter 3 is composed of the industry analysis of the cleaning sector in Finland which is presented in order to understand the business field and the working conditions of orderlies. Porter's 5 forces industry analysis method is used in order to get a holistic view. The business description, people working on the branch, educational challenges and the future of the cleaning business in Finland will be discussed in this chapter. Last section, cleaning in the health care sector steers the thesis to the case chapter.

Case study of the chapter 4 will be the empirical part of the thesis. The regional analysis of Mikkeli studies the area in which the case company is operating in order to understand the challenges of an operational environment. Secondary sources are used in the regional study. The case company, Etelä-Savon sairaanhoitopiiri, is introduced shortly before the importance and requirements of an orderly are discussed. Group interview of the cleaning managers of Mikkeli Central Hospital will enable the analysis of the current recruiting process of orderlies.

Conclusion and recommendations of chapter 5 will present the solutions for recruiting of orderlies for ESSHP. Conclusion and recommendations chapter includes also perspectives of representatives of local governmental employment

agency and vocational institute in order to increase the reliability of the thesis. Summary of the chapter 6 concludes the thesis. Figure 1 shows the structure of this thesis.

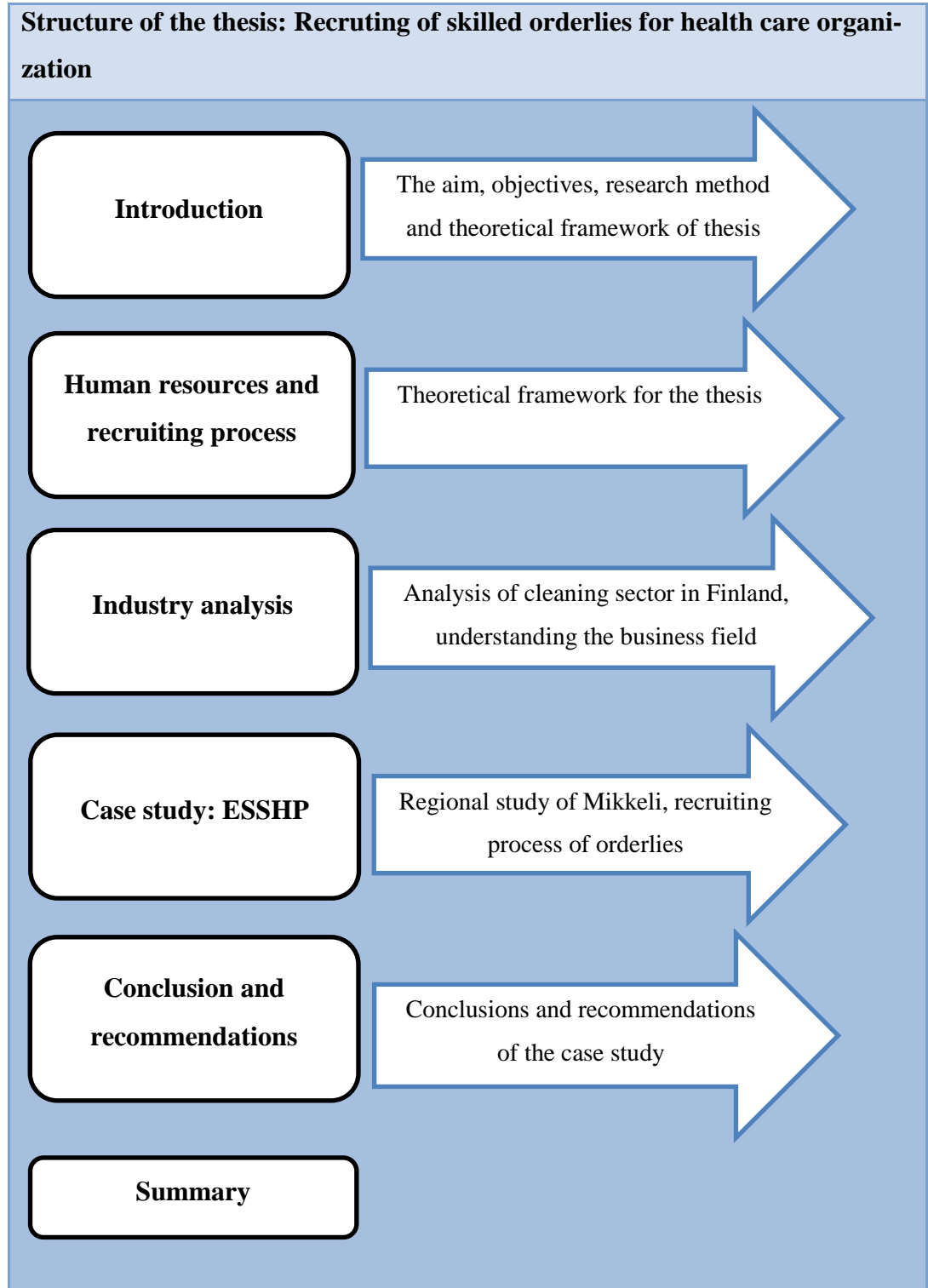


Figure 1 Structure of the thesis

2 HUMAN RESOURCES AND RECRUITING PROCESS

Human resource management (HRM) focuses on the people and their relationships within the company. Managing workforce requires balancing between efficiency and justice, which are the main characters enabling the success of the company laborwise. This applies to all the fields of employment. Even though some companies have a separate human resource department, personnel policy and practices must be executed by all the levels of management. The viewpoint of HRM is to offer fair terms and conditions of employment in order to get the best out of the workforce. (Human Resource Management 2000, 2.) Effective employment management and maintaining the active relationship between the management and the employees are the objectives of HRM (Armstrong 2001, 70).

HRM approaches the employment management strategically by enhancing the capabilities of employees in order to create competitive advantage. The common belief of HRM is that people are the only resource of the company that has the capacity to create value. Human resource differs a lot from other resources that the organization needs. People have various levels of abilities (know-how, skills), differences in personal characters and experiences. In managing human resources, the commitment and cooperation have to be earned since employees have the ability to question the acts of the management. (Bratton & Gold 2003, 7-8.)

Retaining the skilled and motivated workforce is essential for the company since losing know-how for competitors and starting a costly recruitment process are both unwanted scenarios. The most valued asset of a company, the people need to be taken care of by for example enhancing motivation and commitment, offering harmonious working atmosphere and providing continuous personal development opportunities. Unfortunately, sometimes all the human resource possibilities for the workforce can not be implemented due to the reasons such as the lack of financial resources, resistance to change and other business priorities. (Armstrong 2001, 4-5.)

Under the large concept of HRM is included several functions and processes. Three of these functions: personnel planning, recruitment and motivating are introduced in this chapter.

2.1 Personnel planning

Planning is necessary in all the business operations and functions. Personnel planning mean the defining of the company's need of human resources by considering also its strategic objectives. First, the current workforce of the company is assessed by creating employee profiles of their capabilities, education and remaining working years in order to uncover what the demand of employees in future will be. Future labor demand can be also evaluated by assessing company's strengths, weaknesses, opportunities and threats, so called SWOT-analysis, in the matters of human resources (Bratton & Gold 2003, 193). Table 2 describes the four stages of personnel planning process. Each company needs a diverse mix of employees, because some work positions are not substitutable for one another between different workstations. (De Cenzo & Robbins 1999, 130-135.)

Table 2 Four stages of personnel planning process (Bratton & Gold 2003)

1. An evaluation or appreciation of the existing human resources
2. An estimation of the amount of currently employed resources that are likely to remain within the company by the forecast date
3. An assessment of labor requirements if the company's overall objectives are achieved by the forecast date
4. Measures to ensure that the necessary resources are available as and when required

From the view of risk management, the planning of human resources should be forecasting and preventing of either shortage or surplus of the workforce. Proactivity and forward-lookingness in human resource planning prevent the sudden need of labor which may result in hiring of unskilled employees. Training of spe-

cialized personnel requires time and thus filling any vacancy takes time. However, the forecasting of labor supply and demand in practice is challenging and time-consuming because people are affected by environmental factors but also human behaviour is complex. (Human Resource Management 2000, 20-21.)

In personnel planning, the quantitative planning methods are combined with qualitative methods which pursuits to understand and identify the reasons for personnel problems. Qualitative information can be utilized in creating better solutions for meeting the complexity of the problems. The approach potentially affects also to the use of flexibility planning and job design. Quantitative and qualitative methods can help to deal with external labor issues such as the decreasing amount of young people and shortage of skilled applicants in the external labor market. (Bratton & Gold 2003, 200.)

Qualitative methodology is represented more in the section 1.3 Research methods and data collection. Below, labor turnover and stability index section gives an example of quantitative research approach to personnel planning.

2.1.1 Labor turnover and stability index

With the definition of labor turnover is meant the flow of the workforce in and out of the company. High labor turnover is mostly seen as a disadvantage due to the facts that it is costly, and may lower productivity and motivation of the workers. Labor turnover is still necessary since the new employees bring enthusiasm and know-how to the company. (Turnover & Stability Index 2009.) There are quantitative methods, for example labor turnover index and labor stability index, to measure human resource flow. Labor turnover index indicates the wastage of workforce during a certain period of time such as a year. The smaller the turnover indicates the less wastage of skilled workforce. (Pinnington & Edwards 2000, 114.)

Labor turnover formula:

$\frac{\text{Number of leavers during a specific time period}}{\text{Average number of employees during the same period}} \times 100$

Labor stability index indicates the tendency for experienced workforce to retain within the company (Pinnington & Edwards 2000, 114). Labor stability is one measure of labor turnover and it defines the proportion of employees who remain certain period of time, usually one calendar year, with the company. (Evans 2006.)

Labor stability formula:

$\frac{\text{Number of employees with one year's service or more}}{\text{Number of people employed one year ago}} \times 100$

There are three extreme models of how labor stability and turnover are correlated:

1. *High stability, low turnover*: The situation which possibly is the most desired in the organization. Nevertheless, some turnover is needed in order to bring new ideas and execute retirement plans.

2. *High stability, high turnover*: The most of the company's positions are already filled with skilled employees but in few positions the turnover is high. The position is filled as soon as it is vacated and then refilled again. New employees do not retain. Recruiting, selection and introduction processes of the company are not properly managed which causes the high turnover in some positions.

3. *Low stability, high turnover*: Labor turnover is not high only in few positions but for several. Most vacancies are opening yearly since the company is not able to retain experienced workforce. The selection, recruiting, introduction and motivating processes need to be enhanced within the organization. (Evans 2006.)

2.1.2 Flexibility planning and job enrichment

Flexibility planning can be one practice to avoid high labor turnover. Introducing the higher number of part-timers, temporary workers and job sharing to mention some options can be a solution for having skilled workforce available for the use of a company. (Armstrong 2001, 376-377.) Job enrichment indicates the planning of greater challenge, breadth and responsibility into a job by rotating and enlarging task variety in the work station. In addition for vertical job design, job enrichment can also include direct feedback and introduction of special assignments. (Human Resource Management 2000, 174.)

Part-timers work less than 40 hours per week. The use of *part-time workforce* enables more flexibility for shiftplanning, reduces overtime of full-time employees and may enable better productivity due to the shorter working day. However, the usage of part-time workers has some disadvantages also. Part-time workforce may be less committed to the work and to the employer than full-timers. Labor turnover of part-timers may also be higher than among the full-timers and they may not be willing to work in unfavourable shifts. (Armstrong 2001, 377.) A *temporary worker* is an employee used during the peak periods or if full-timer is off work for a certain period of time (De Cenzo & Robbins 2005, 17).

In *flexible working hour –system* employees commit to work a specific number of hours per month but the amount of hours per day may vary within the certain limits. A common core period is the timeframe which the employee is required to remain in the workstation daily, usually six hours but may vary among the organizations. Depending on the flextime programs, there may be a possibility that overtime can accumulate and be turned into days off. Flexible working hour -system increases employees freedom, responsibility and the feeling of self-worth, and may lead to better performance since employees' are paid for the working, not for staying at the workplace. (De Cenzo & Robbins 1999, 115.)

In *jobsharing* the workload of a full-time position is divided for two employees. In accordance to the working time, the employees share also the salary and benefits between each other. There are lots of possibilities and variations in the split-

ting of the working time. Jobsharers may split days, weeks or even work in alternative weeks. As advantages, jobsharing ables to serve the needs of individual workers better and increases the employment pool. It is perfect option for workers who want a permanent employment but cannot work full-time. However, the administrative costs and risk of responsibility division are seen as negative side-effects of jobsharing. (Armstrong 2001, 378.)

Job rotation means that the employee changes either the work tasks or workstations for a certain period of time in agreed order. At the end of the rotation the employee returns to the prime workstation. The content, conditions and instruments of work usually remain the same even when workstations change. The aim of job rotation is to increase the alteration of work and prevent unilateral physical or psychological stress. The nature of work and the organization are impacting on the length of the job rotation. (Kauhanen 2010, 50.) Job rotation broadens the understanding of the employees of different departments of an organization, increases work experience and helps to discover in which department the employee prefers to work. Important is to remember the voluntary nature of job rotation for employees. (Dessler 2009, 197.)

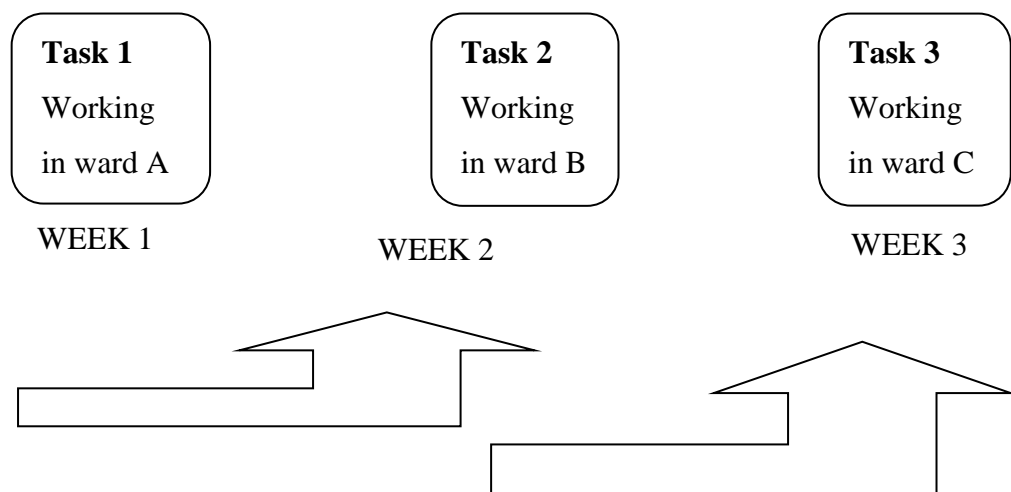


Figure 2 An example of job rotation (modified from Bratton & Gold 2003)

Job enlargement refers to horizontal expansion of working tasks. Instead of only cleaning, the work of orderlies in hospital includes also taking care of the food services for patients and ordering of grocery products for the use of a ward. Repetition and monotony of the work decline when the introduction of larger number of tasks is increasing the time cycle of the work. (Bratton & Gold 2003, 122.)

Working instruments have a great impact on the content of the work. Modern and efficient instruments enable safe and effective working but can also improve the quality of work and shorten the time used in a work performance. On the contrary, outdated and impractical work instruments are reducing the work motivation. Rapid technological development creates the situation that the newest technology and equipment can not be reached by all the companies. The durabilities and usage times of different work instruments vary. Nevertheless, most essential is that the employees can apply all the features of the work instruments which are required for the work performance. Employees can also announce wishes and expectations concerning their work instruments to the line managers. (Kauhanen 2010, 55.)

2.2 Recruitment

After the need of human resources has been recognized by personnel planning, the company starts to search for possible job candidates for the vacancies. The process is called recruiting. Another definition for recruiting is that it links together those organizations with open vacancies and the people seeking for jobs. (De Cenzo & Robbins 2005, 146.)

Recruitment is been referred as the process of attracting applicants who are willing to contribute to the company. First, the company has to seem attractive to the applicants since they make the decision in which company they wish to work. Secondly, the contribution from the applicants can not be predicted. Perhaps it does not equal with the expectations of the management. (Bratton & Gold 2003, 226.) The more applicants you have when recruiting the better thus then you can select the most suitable ones out of the applicant pool. Recruiting and finding eligible applicants is getting more challenging now and in future since the baby

boom generation is retiring at the moment and younger generations are smaller. (Dessler 2009, 116.)

Successful recruitings are an essential resource for the success and competitiveness of the company also in future. Careful planning of recruitment process is the way to minimize unsuccessful recruitings which are waste of time and money for the both parties. The image of a company is always affected by the realization of the recruiting process. (Österberg 2005, 70.) When starting to recruit, the decision of whether to use internal or external search or perhaps both need to be clarified (De Cenzo & Robbins 2005, 149).

2.2.1 Internal search

Internal search means that the vacancy of the company is filled by using the existing pool of workforce. Internal search of labor is not only practical but also demanded by the law which sets the obligation for the employer to inform the staff of the vacancy. If the employer has part-timers in a certain work task, the law of work contracting requires that the vacancy have to be offered for them before the external search of labor begin. The use of internal search is possible if there are employees with right skills set. (Vaahtio 2007, 25-27.)

The internal search can be recommended for various reasons. The already employed person is known within the company which eliminates the possible surprises. Also the know-how and the skills of the employee remain within the organization. Time and financial sources are saved when there is no need to start an external search process. The special value of internal recruiting is the fact that it shows respect to the existing staff. Motivation increases when employees notice the appreciation of good work results from the management. (Vaahtio 2007, 27-28.)

There are disadvantages and problems that may occur when internal search takes place. The amount of applicants is rather limited and there is less variety. The knowing of applicants is good but knowing also the negative characteristics may

lead to the situation in which the management can not be objective in their decision. Possible previous contradictions and disagreements may complicate the internal recruiting. It is also unfortunate that unknown candidates are sometimes appreciated more than familiar colleagues. (Vaahtio 2005, 37.)

2.2.2 External search

The external search means that the workforce is been seeked outside of the company. It is so settled practice in many organizations that the possibility of internal search is almost forgotten. External search enables the possibility to find such know-how that does not yet exist within the company. When operations of the company are rearranged or the need of labor has increased, the external search is then applied. (Vaahtio 2005, 36-37.) Methods of reaching the external labor market are shaping the employer image. Moreover, the image of a company has an influence on the amount of applicants, for example, poor image may limit the attraction of a company to applicants. (De Cenzo & Robbins 2005, 147.) That is why the content of job advertisement needs to be carefully planned (Österberg 2005, 72).

The prior aim of the *job advertisement* is to reach the applicants suitable for the company regarding their education, skills, work experience and personality. Recognizability and public interest towards the company may be improved by well-planned job advertisement. It is rational to highlight only those applicant requirements that are necessary for the vacancy. Communication through the advertisement should not be misleading so that the expectations of the applicant towards the job are realistic. Too high personality and skill requirements in job advertisement may also scare desirable applicants away or bring overeducated applicants with wrong kind of expectations. (Österberg 2005, 72-75.)

Job advertisement is marketing of the vacancy. Content and style of a job advertisement are representing the company so clumsiness and spelling mistakes should be avoided. It is recommended that the company is shortly introduced in the beginning of a job ad. The branch, products and services, the amount of personnel

and perhaps some key figures can be mentioned. The region and locality can be described shortly if they are less known. The job advertisement can focus on the job description which presents the elements of the job or on the job specification which states the requirements for the applicants. (De Cenzo & Robbins 2005, 152). After the requirements of the company have been stated it is good to mention what is offered to an applicant. The offers of prospective promotion possibilities, pleasant work community and occupational development may interest applicants but can be mentioned only if they exist. (Vaahtio 2007, 34-36.)

The wages need to be clarified clearly in the job advertisement. Public sector operators use frequently such phrases: “The wage of vacancy is determined by the collective municipal agreement”, which is not always understood by most applicants. For some vacancies the employer requests the pay wishes of the applicant. Application time, the contact information of a person providing additional details and how the applications should be sent are added to the end of a job advertisement. (Vaahtio 2007, 37-40.)

Before releasing the job advertisement, should be considered what kind of *job advertisement channels* exist and which one(s) would be suitable for this vacancy. The amount of job advertisement possibilities is increasing constantly so innovativeness and creativity can be used. (Kauhanen 2010, 77.) There are few factors which are affecting to the choice of job advertisement channels. The budget for the advertisement is crucial since it affects the most to the advertisement channel plan. Timeframe for the recruitment and selection processes as well as the labor market focus, meaning how to reach the targeted skills, are determining the channel selection. Geographic and occupational mobility of labor should be considered when thinking the wideness of the spread. (Bratton & Gold 2003, 231.)

Examples of job advertisement channels:

- Employment agencies
- Newspapers and professional publications
- Job fairs/ recruiting fairs
- Member registers of labor unions/ vocational organizations
- Television, radio

- Home page of the organization
- Intranet
- Vocational schools, Universities of Applied Sciences, Universities
- Laborforce leasing companies
- Headhunting

(Kauhanen 2010, 77-78.)

In the Table 3 below, the advantages and disadvantages of both internal and external searches are summarized.

Table 3 Advantages and disadvantages of internal and external searches (modified from Kauhanen 2010)

Internal search	
Advantages	Disadvantages
<ul style="list-style-type: none"> - Showing respect to the staff - Better evaluation of skills - Good working motivation - Speed of selection process, saving money and time - Knowhow and skills remain within the company 	<ul style="list-style-type: none"> - Demanded by the law - Hard battle of career possibilities - Internal cliques - No new ideas - Limited applicant pool
External search	
Advantages	Disadvantages
<ul style="list-style-type: none"> - “New blood”, new visions - Cheaper than educating internal applicant to the profession - No internal cliques supporting - May bring business secrets of the competitors 	<ul style="list-style-type: none"> - Suitable person may not be chosen - Longer introduction period - May bring the attitude: “this is how I did it in the previous work”

2.2.3 Outsourcing of recruitment

Recruitment Process Outsourcing (RPO) is becoming more common convention among the organizations. However, the usage and trends of RPO have not yet been studied a lot. Recruitment and hiring policies are outsourced for various reasons. Some companies wish to focus on their core competences, and the others may lack the resources to meet their acquisition needs. Recruiting talents as competitive advantage can also be a reason for outsourcing recruiting for professionals. (Jones 2009.)

Employment agencies have established chargeable recruiting services and even workforce rental for employees. Private recruiting has not become as popular in Finland as in Western-European countries. It is set by the Finnish law that the employment services have to be free for the applicants. However, employers can be charged for recruiting services. (Kauhanen 2010, 78.)

The use of *recruitment consultants* costs money but can save lot of time and reduce workload. Generally their services include at least the preliminary work of searching eligible candidates and producing a short list of them which means that advertising, interviewing and preselection are done by professionals. It is essential that the company helps recruitment consultant to understand the needs of the company and the specification of the vacancy in order to get the best results. Comparing the fees and expertise, and asking for recommendations of different recruitment consultants are good ways to find the right consultant for cooperation. (Armstrong 2001, 397-398.)

Leased employees are the workforce hired by a leasing company but sent to work for another organization. Leasing firms can provide competent workforce when the organization seeks for specific skills. Cost-savings may occur when using leased workforce since the company is not directly responsible for the costs such as social security payments. Moreover, after the project has ended the employees do not cause costs associated with layoffs or discharge since they will return to the leasing company. (De Cenzo & Robbins 2005. 156-157.)

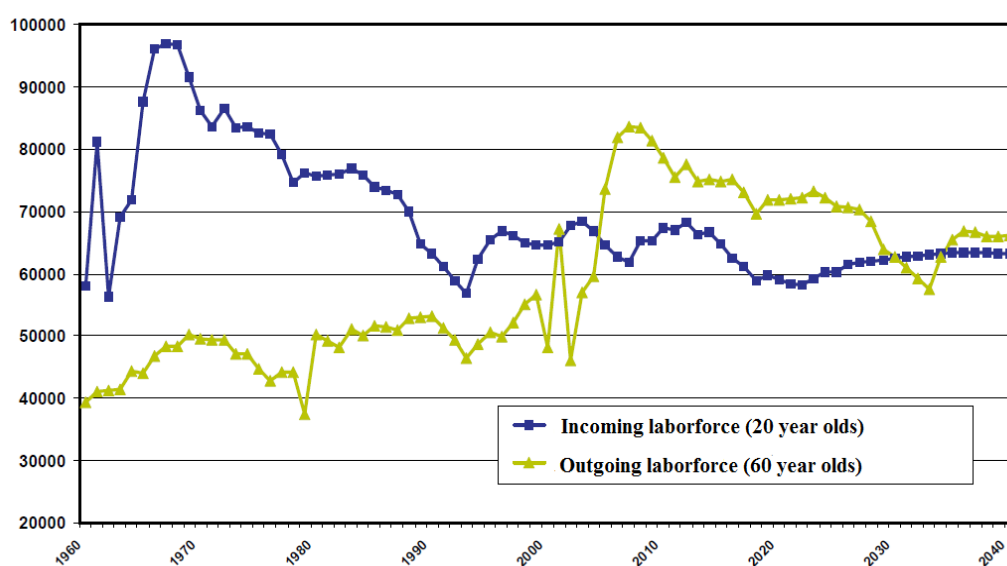
2.2.4 Labor market of Finland

Current situation in the external labor market has an effect on the amount and the composition of job seekers and the recruitment process as a whole. Factors which are effecting on the external labor market are such:

- Economical situation (activity of the economy compared to the level of unemployment)
- Common salary and wage levels
- Governmental policies (especially concerning taxation, benefits and employment protection)
- Demographic factors (such as the gender and age distribution, population changes in the region affecting on the amount of working aged people)
- Technological development (possibility for technology to replace human skills in some industries)
- Competition of laborforce between the companies
- Educational opportunities and occupational choice trends among the young population
- Attitudes and expectations of trade unions regarding to existing and potential employees

(Human Resource Management 2000, 51.)

Total of Finnish workforce accounts to half (2,8 million) of the population (5,4 million). The changes in the labor demand and supply of the next 10-15 years will be greater than in decades in the history of Finland. (Räsänen 2011.) Various future scenarios and estimates of the demand of labor in Finland can be stated, however the future remains unknown. Nevertheless, the amounts of incoming and outgoing people of the Finnish labor market can be known quite precisely. (Kauhanen 2010, 34.)



Elinkeinoelämän keskusliitto 

Figure 3 Incoming and outgoing people in labor market of Finland in the years 1960-2040 (Elinkeinoelämän keskusliitto 2007)

Figure 3 shows the evolution of incoming and outgoing workforce in labor market of Finland between the years 1960-2040. The average age to retire in Finland is 60 years old. In addition, already half of 55 year olds are in some sort of pensions and part of them remain unemployed. Only 59.1 % of 50-64 year old Finnish men are employed when the average of European Union (EU) countries is 60.6 %. In contrast to coeval women 57.6 % are employed when the average of EU countries is 38.7 %. In Finland, the working rate of women is higher than EU average in all age groups and the working rate of men lower than EU average. (Kauhanen 2010, 35.)

The figure above indicated that according to the knowledge of today the labor market of Finland has more outgoing than incoming workforce. Already from the year 2004 there has been more outgoing than incoming workforce in the labor market of Finland. At the moment, there are 10 000 outgoing people more than incoming yearly. Between the years 2010-2025 the amount of working aged population (15-64 years old) decreases with approximately 270 000 people. Immigration is fixing part of the loss but is not enough in order to be the only solution. In

addition for retirements, the structural unemployment, the lengthened study times, the uneducated youth and people exiting labor market before the estimated retirement age are factors which are increasing the labor shortage in future. (Räsänen 2011.)

However, the increase of productivity and utilization of new technology are essentially decreasing the demand of laborforce. Nevertheless, the demand of labor can not be forecasted in these rapidly changing times. Service sector is mainly remaining in Finland but the future of manufacturing industry in Finland is a mystery. Most probably the production which was removed away from Finland will not return. In near future, the labor market of Finland is becoming more European-like which can be indicated by the increase of part-timers and rental work force. (Kauhanen 2010, 35.)

Above mentioned figures and the tendencies of development are averages. Differences between industries and regions are already large and still growing. (Kauhanen 2010, 35.)

2.3 Motivating

A motive gives a reason for a person to do something. Arnold (1991) states that motivation consist of three components which make people to behave in a certain manner. First component is *direction* which shows “what a person is trying to do”. Second component is *effort* defining “how hard a person is trying” and third one is *persistence* clarifying “how long a person keeps on trying”. Motivation can be perceived as goal-oriented behavior. People get motivated when they assume that the direction of their actions will lead them to the satisfying and rewarding goal. Other people have to get motivated in order them to act in certain way to achieve a wanted result. (Armstrong 2001, 156.)

Importance of the motivation should not be underestimated. Motivation results on the efficiency and productivity of employees, and the quality of work improves likewise. There have been arguments of the factual effects of improved motivation

however motivation is accepted as favourable object for the company's employees. In order to meet the motivational needs of workers, the company needs to first understand what encourages employees for such motivation. Nevertheless, management should not forget that employees do not have to be naively satisfied unless the efficiency of the company is improved. (Human Resource Management 2000, 166.)

Maslow's hierarchy of needs is one theory explaining on how the motivation works. Hierarchy of needs is a content theory which assumes that human being has a certain set of needs and he will pursue to fulfill them. (Human Resource Management 2000, 167.)



Figure 4 Maslow's hierarchy of needs (Herrington 2010)

The figure 4 describes Maslow's motivation theory. The model was not designed especially for human being's needs at work but can be applied to all the fields of life. Maslow proposed that the needs are in hierarchical order and each one is dominant before it is satisfied. Then the next level becomes a motivator.

Maslow's theory seems rational since human being rarely worries of job satisfaction if the person does not have a place to live. However, the application of the theory in real life has various major problems. Hierarchy is tied to American cul-

tural patterns and can not be applied to other cultures, it is too vague and empirical consolidation is almost impossible to find. (Human Resource Management 2000, 167-168.)

Herzberg's two factor theory, also known as motivation-hygiene theory, was developed to explain job satisfaction and dissatisfaction. In the research, the subjects were asked to rationalize what pleased and displeased them at work. The result showed that the content of the work caused satisfied feelings and the context of the work caused dissatisfied feelings. (Armstrong 2001, 164.) Table 4 below describes most common satisfying and dissatisfying factors of the research.

Table 4 Herzberg: factors affecting job attitudes (NetMBA Business Knowledge Center 2010a)

Leading to dissatisfaction (hygiene)	Leading to satisfaction (motivation)
<ul style="list-style-type: none"> • Company policy • Supervision • Relationship w/Boss • Work conditions • Salary • Relationship w/Peers 	<ul style="list-style-type: none"> • Achievement • Recognition • Work itself • Responsibility • Advancement • Growth

Herzberg's theory divides satisfying and dissatisfying factors into different categories and hypothesizes that they apply independently of each other. Dissatisfying or hygiene factors are extrinsic aspects of the work: company policy, salary and working conditions. Satisfying or motivating factors on the other hand are intrinsic aspects: responsibility, achievement and work itself. Herzberg argues that extrinsic factors motivate employees to some point but without intrinsic motivation the productivity can not raise. (Maidani 1991.)

As the importance of motivation has been introduced above, the following sections 2.3.1 Rewards and 2.3.2 Benefits are clarifying some ways to motive employees.

2.3.1 Rewards

Company pursues to attract and retain eligible workforce by establishing a good reward system. It is characteristic for human behavior that people prefer to work for companies that maximize their utility. Financial aspect is not the only factor considered when choosing a work place but also the non-monetary factors related to work such as job security, working environment and other factors that matter for people in various life situations. According to this theory, the companies with better non-monetary characteristics can execute lower wage rates and the companies with less desirable non-monetary characteristics should execute more competitive wage rates. (Bratton & Gold 2003, 287-288.)

Rewards are an effective motivational tool used for employees and there are two types of rewards: extrinsic and intrinsic. Extrinsic rewards improve the employee's financial well-being. Salary, promotions and benefits such as health insurance benefit are extrinsic rewards provided by the company. Next section, 2.3.2 Benefits introduces some extrinsic rewards more in detail. Intrinsic rewards are related to employee's understanding of the meaningfulness of the work and job satisfaction. Also belonging to the working team and pride of the accomplishments at work are intrinsic rewards. (De Cenzo & Robbins 2005, 274.) Figure 5 displays the natures of intrinsic and extrinsic motivations.



Figure 5 Intrinsic and extrinsic motivation (Knell 2011)

Companies should observe the extrinsic reward systems of the competitors in order to stay competitive, and tend to equality in internal rewarding system. Other-

wise there may arise the need for constant recruitings to keep the processes of the company running. Reward systems are established to reach the three following objectives:

- Recruiting and retaining the skilled and motivated employees.
- Motivating the workforce of the company to perform with their fullest capabilities.
- Encouraging the workers to obey the workplace rules and proceeding beneficial behavior without direct supervision.

(Bratton & Gold 2003, 287-288.)

2.3.2 Benefits

Employee benefits are indirect financial payments that may include, for example, education plans, vacation, health insurance, pension and discounts in cafeteria of the company. They represent quite an important portion of employee's wage.

(Dessler 2009, 266.) The importance and variety of employee benefits have grown during the past few decades. Nowadays, benefits are essential components of functional compensation system which helps to retain existing workforce. However, benefits are offered to employees despite their level of performance so benefits do not directly improve the performance. (De Cenzo & Robbins 2005, 298.)

Table 4 below shows examples of employee benefits.

Table 5 Examples of employee benefits (modified from Bratton & Gold 2003)

❖ Private health care	❖ Subsidized meals
❖ Pension plans	❖ Assistance in finding apartment
❖ Discounted insurance	❖ Financial support for learning
❖ Career breaks	❖ Extra vacation days
❖ Child care	❖ Sports/entertainment vouchers
❖ Car	❖ Day care services

There are benefits which provide pay for the time off from work. Paid time off - type of benefits include vacations, holidays, maternity leave, sick leave, bereavement leave and sabbatical leave. (Dessler 2009, 266.) *Paid vacation* usually is earned after an employee has worked within the company for a certain period of time. Length of vacation is related to the length of tenure and job classification according to a common practice. As an example, after working two months for a company the employee earns 4 days off; after six months 12 days. The idea of vacation is to provide break in which the employees may get refreshed. *Paid holidays* are federally mandated holidays such as New Year's Day, May Day, Midsummer Day and Independence Day or personal days which the employees can take off for any reason. (De Cenzo & Robbins 2005, 310-311.)

Sick leave allows employees to be paid when they are absent from work. However with the sick leave allowance, there occurs a problem for several employers. Even though many employees apply sick days when they are actually sick, some use sick leave as an extra holiday whether they are sick or not. Some companies hold lotteries in which the employees who have perfect attendance in that month can participate in order to reduce the problem of absenteeism. (Dessler 2009, 267.)

Statutory insurances are undirect monetary benefits for employees. Employers are engaged to arrange pension provisions, disability-, life- and unemployment insurance benefits for all the employees in Finland. Medical insurance is also compulsory payment which employers and wage-earners pay in order to support among other things sick leave payments and rehabilitation costs. (Kansaneläkelaitos 2011) It is obligated by the law of occupational health that employer arranges *occupational health care services* for its employees. The aims of occupational health care are to prevent health care hazards caused by the work or working environment, to ensure employees safety and to protect employees' ability to work. (Österberg 2005, 143.)

Organizations can *support the leisure time activities* of the employees for example by offering premises for the use of hobbyclubs of personnel or by distributing sports vouchers. Employer can also create events in which the employees have a possibility to familiarize themselves with different kind of sports by the guidance

of a physical education instructor. Sports vouchers are a flexible benefit since they can be applied in various sports centers and the type of sport can be chosen by the user. In addition for sports vouchers, the culture vouchers have increased popularity for some time. By using culture vouchers the employees have the possibility to visit museums, art exhibitions and theatres by the support of the employer. (Österberg 2005, 141-142.)

Theoretical framework of the thesis has introduced shortly human resource management and paid more attention to the functions of personnel planning, recruiting and motivating. These three processes are tied closely together. Careful personnel planning, recruiting and retaining the skilled and motivated employees among the company are essential for the stable operations and productivity. The aim of Chapter 2 was to create theoretical basis for a reader to understand the case of Chapter 4.

Next, in Chapter 3 the cleaning sector in Finland will be analysed in order for the author as well as for the commissioner to understand the business field of orderlies and seek facts possibly complicating the recruitment to the branch.

3 INDUSTRY ANALYSIS

As mentioned in the structure section of the introduction chapter, the cleaning sector in Finland is studied in this chapter in order to understand the business field of the orderlies. Even though orderlies are working in health care sector, most of their work tasks concentrate on cleaning which is the reason why cleaning industry analysis is applied. Industry analysis begins with business description and then cleaning sector in Finland presents the branch by making division first into private and public sectors and then by utilizing Porter's five forces industry analysis method to get a comprehensive view. The people working on the branch, educational challenges and the future of the cleaning business in Finland will be discussed in this chapter. The last section, cleaning in the health care sector, concentrates on the work of an orderly and creates a bond with the next case chapter.

3.1 Business description

Cleaning service providers offer maintenance- and basic cleaning for working and domestic environments, public areas, both indoors and outdoors and industrial areas. Health and wellbeing of people are improved when the operational environment is clean. In working environments, the lack of cleanliness causes job dissatisfaction, endangered work safety, and the decrease of productivity and quality of work. (Kauppinen...[et al] 2007, 370.) Cleaning is very professional and organized business. Most employees who work for cleaning sector enjoy the versatility, variability and customer oriented approach of the work. The result of the work can be seen immediately. (Kujala & Wilkman 2006, 95.)

The amount of cleaners has steadily decreased while the amount of cleanable areas has increased, and despite the technological development the cleaning work has remained physically stressful. Cleaning work strains circulatory and musculoskeletal systems. The negative health issues differentiate cleaners from other profession groups. (Seretin 2005.) Antikainen (2003) states that cleaning industry is rapidly developing and challenging branch. Varying working environments and tasks feature the cleaning industry. Other typical features for the branch are part-time

work, women as the majority of the workforce, big share of older persons among the employees and multinational workforce. (Kauppinen...[et al] 2007, 371.)

Cleaning work has always been underrated. Since everybody is cleaning to some extent, it composes the image that cleaning work can be done by anyone. However, professional cleaning requires diverse knowledge of customer service, cleaning methodology, machinery, detergents, equipment, materials, buildings and environmental effect of cleaning. (Kauppinen...[et al] 2007, 371.)

The work of cleaning industry is remarkable for the society's operations. Cleaning maintains the cleanliness and orderliness of operational environments, and increases satisfaction, functionality and safety. The preconditions for the users of the operational environment are created by the work of cleaners. Cleaning environments can include special hygiene requirements when the cleanliness is absolute requirement. (Heikkilä...[et al] 2010, 27.) Later, the section 3.5 Cleaning in the health care sector will introduce the special cleaning requirements in health care organizations.

3.2 Cleaning sector in Finland

There were altogether 4280 companies operating in the cleaning branch in Finland at the end of the year 2009. 4259 of these companies were small or medium sized enterprises. As a comparison, in the year 2006 corresponding figures were 3731 and 3711. In this context, small and medium-sized companies have less than 250 employees and the yearly turnover is less than or equal to 40 million euros, or the balance sheet total is maximum 27 million euros. (Suomen Siivoustekninen liitto ry, 2011b.) Figure 6 below indicates the change in the amount of cleaning enterprises in Finland in the years 2006 and 2009. As we can notice, the amount of small and medium-sized enterprises has risen rapidly between the years 2006 and 2009.

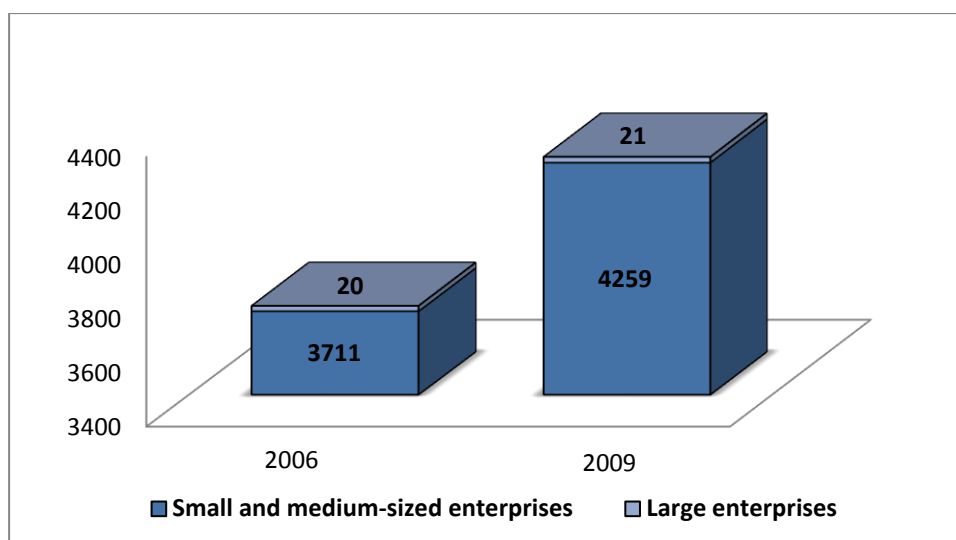


Figure 6 Cleaning enterprises in Finland in 2006 and 2009 (Suomen siivoustekninen liitto ry, 2011b)

In the year 2007, cleaning services was one of the fastest growing industries in Finland. The cleaning enterprises had doubled their turnover in ten years and especially private sector was growing rapidly. The structure of the cleaning industry changed since the big operators were buying the smaller ones. At the same time there were new entrepreneurs entering the industry continuously. The main reasons for the growth were the tendering of public acquisitions, municipalities' willingness to outsource their services and the domestic help credit granted by the Finnish Tax Administration. (Nieminen 2007.)

Public sector started to use outsourced cleaning services especially in small municipalities. Moreover, the trend of focusing on the core competences led several companies to outsource activities such as cleaning services for the specialized firms. The domestic help credit clearly supported the growth in cleaning industry since it allowed consumers to start utilizing cleaning services by the help of tax relief. (Nieminen 2007.) The domestic help credit of Finnish Tax Administration encouraged consumers to utilize help for cleaning, repairs, laundry and yard work. The domestic help credit could be granted for maintenance and repair of homes and summer residences, ordinary housekeeping, nursing and provision of care. (Helsingin Sanomat 2006.) The attitudes towards buying cleaning services changed by the launch of domestic help credit. Buying cleaning services were seen as positive and price worthy. (Nieminen 2007.)

The workforce in the branch did not increase even though the growth in the cleaning industry occurred. The operations got intensified which led the amount of cleaners even to decline. The lack of skilled workforce slowed down the growth of the branch. Skilled and motivated employees are still hard to find. The phenomenon is worsening when the baby boom-generation is retiring. (Nieminen 2007.) Taloussanomat (2008) argues that in the near future 16 000 cleaning vacancies will be without qualified employees to do the work. The biggest operator in Finnish cleaning industry, ISS Services estimates their need of employees as 10 000 cleaners. While other big operators, SOL Services and Lassila&Tikanoja, will both be lacking couple thousands of cleaning workers.

The fact is that cleaning industry in Finland lacks skilled employees. The need of employees is so urgent that the three biggest cleaning operators appoint as the only solution the use of foreign labor force. The recruiting of the cleaners has been targeted to Russia, Estonia and China. Eastern-European countries, Africa and Asia are mentioned as the new recruiting areas. The cleaning industry operators estimate that young Finnish people and the cleaning education do not guarantee enough workforces for the future's need in the branch since young people do not apply for the industry's schooling. In the spring 2008, there were 99 primary applicants for the youth vocational studies of cleaning in the whole country. (Taloussanomat 2008.)

3.2.1 Comparison of private and public sectors

The pay system in the municipal sector differs from the one in private sector with its stricter and more regulated nature. The pay in the municipal sector comprises of job-based pay, person-based pay, working time compensations and goal-sharing plan. The job-based pay, also known as basic pay, is specified in the collective agreement for each sector and it is based on the appraisal of the demands of work. The person-based pay is granted on the basis of work experience, work performance and individual competence. The divisions of the components of pay vary depending on the agreement of the sector:

- job-based pay 66-83%
- person-based pay 6-13%
- working time compensations 9-25%
- goal-sharing plan 0,2% of the total pay. (KT local government employers 2011.)

Table 6 below demonstrates the average earnings in the municipal sector in 2009 and the average salary of a cleaner: 1821 euros per month can be discovered there. Similar results show the Statistics Finland; the average wage of the cleaners in the service of municipal employer was 1744-1988 euros per month (2009). On governmental employer the average wage was 1894-2030 euros per month in 2008. The average wage of cleaners in private sector was 1782-1873 euros per month in 2009. The wages of men were higher than for women. (Suomen Siivoustekninen liitto ry 2011a.) The wage of public sector cleaners was slightly higher than in private sector, but the result is only suggestive.

Table 6 Average earnings in some professions in the municipal sector in 2009 (KT Local government employers 2010)

	euros per month
Dental assistant	2,142
Clerk	2,145
City manager	8,460
Librarian	2,382
Home helper	2,374
Municipal engineer	4,032
Kindergarten teacher	2,353
Bus driver	2,633
Senior physician	7,134
Fire fighter	2,775
Family child minder	1,858
Full-time teacher, comprehensive school	3,557
Master builder	3,155
Registered nurse	2,875
Cleaner	1,821
Social worker	2,888
Financial manager	3,856
Health centre dentist	5,681
Health centre physician	5,825
Foreman	2,651

Municipal sector as an employer has some positive features. The stability and continuity of the employment is seen as strengths. However, younger generations have lot of temporary employments in municipal sector. The threat of unemployment, layoff and temporary layoff is experienced less in public than in private sector. Also the competitive working atmosphere which is deteriorating the atmosphere of working community occurs less in municipal sector than in private sector. (Forma...[et al] 2008.)

3.2.2 Porter's five forces assessment of cleaning industry

This section is assessing the cleaning industry through Michael E. Porter's five competitive forces. The five forces is theoretical tool designed for companies to analyse the structure of the industry they are operating in. Five forces reveal the industry's current profitability and provide a framework for forecasting the future's competition. Strategists of a company are concerned with the healthy industry structure and the position of a company in it which can be clarified by understanding the industry structure. Porter's five forces include the threat of new entrants, bargaining power of suppliers, bargaining power of buyers, the threat of substitute products or services and rivalry among existing competitors. (Porter 2008.) Figure 7 shows the original model of Porter's Five Forces. Next, the five forces are shortly introduced and after that applied in cleaning industry of Finland.

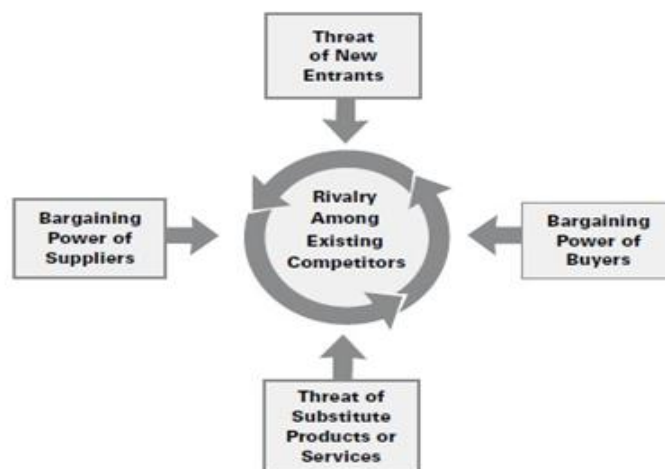


Figure 7 Original model of Porter's Five Forces (Porter 2008)

Threat of new entrants

New entrants put the pressure on the prices and costs which are necessary for competitiveness in the industry. The threat of entry controls the profit potential of an industry because when the threat is high the prices are held down. Relatively low entry barriers and moderate profitability are characteristic for industries with high threat of entry. When the entry barriers are low, the company should invest on product or service improvements in order to gain competitive advantages. (Porter 2008.)

In cleaning industry the threat of new entrants is high and the entry barriers are relatively low. As mentioned earlier in section 3.2 Cleaning sector in Finland, the cleaning sector was growing rapidly in 2007 and there were new companies entering the industry continuously (Nieminen 2007). The switching costs, which are the fixed costs that the buyer pays when it changes the supplier, are low in the cleaning industry.

Threat of new entrants - HIGH

-relatively low entry barriers

-low switching costs

Bargaining power of suppliers

Powerful suppliers collect the value for themselves by transferring the costs to the industry participants, by limiting service or quality, or by charging high prices. The power of suppliers causes industry to be less profitable when the industry is unable to transfer the cost increases in its own prices. Suppliers are especially powerful when they are more concentrated than the industry and when the suppliers are not heavily dependent on the revenues from the industry. When referring to suppliers, also suppliers of labor force are meant. (Porter 2008.)

The bargaining power of suppliers is rather low in cleaning industry. In section 3.2 Cleaning sector in Finland was mentioned that cleaning industry in Finland lacks skilled employees (Taloussanomat 2008). The issue may create bargaining

power for labor suppliers for example labor rental firms if the companies in cleaning industry use their leasing services.

Bargaining power of suppliers – LOW

-non existent bargaining power of suppliers except for labor suppliers (labor rental)

Bargaining power of buyers

Powerful buyers are opposite for powerful suppliers. Powerful customers collect the value by requiring better quality or more service with lower prices which means that industry competitors are playing each other off at the expense of industry's profitability. Buyers are powerful, for example, when the product or service represents a remarkable fraction of industry's cost structure. Consumers and business-to-business customers are more price-sensitive when the product or service purchased is undifferentiated and expensive relative to their income. (Porter 2008.)

Bargaining power of buyers is high in cleaning industry. Customers of cleaning services have bargained the prices of the services very low. The standards of effectiveness had to be improved at the same time in order to make the prices of services seem more attractive. In cleaning industry the work pace is high and customers are lost if the quality of cleaning is not polished. (Trux 2000, 271-272.) Services in the cleaning industry are quite standardized and undifferentiated which enables buyers to tender in prices. Companies specialized only for cleaning services are very dependent on the buyers since the sold services represent significant fragment of company's cost structure.

Bargaining power of buyers – HIGH

-customers have bargained prices very low

-quality of work have to be polished otherwise the customer changes the cleaning operator

-companies specialized only in cleaning services are very dependent on the buyers

The threat of substitute products or services

“A substitute performs the same or a similar function as an industry’s product by a different means.” The threat of substitute can be indirect but still always present. However, sometimes substitute products are overlooked since they differ a lot from the industry’s products or services. If the threat of substitutes is high, the profit potential of an industry has a ceiling. Industry has to distance itself from substitutes for example by means of marketing or service performance. (Porter 2008.)

The threat of substitute products for cleaning industry is medium. Substitute products for cleaning service industry are cleaning products and machinery sold for consumers. Product development of vacuum cleaners and other cleaning equipment is constant. The producers want to create more user-friendly and easy equipment which facilitates every day life. For example, nowadays there are robot vacuum cleaners which vacuum the apartment alone. Cleaning products and machinery targeted to consumers do not however replace completely the cleaning service industry since cleaning work is labor intensive and consumers is only one customer segment. Service performance is a mean for cleaning industry to differentiate itself from substitute cleaning products.

The threat of substitute products or services - MEDIUM

-cleaning products and machinery are substitute products

-however cleaning industry labor intensive → cleaning service as a mean for cleaning industry to differentiate

Rivalry among existing competitors

Rivalry among existing competitors can be noticed, for example, as advertising campaigns, new product launches, price discounts and service improvements. High rivalry restrains the profitability of an industry. Rivalry is great when there are numerous competitors who are roughly equal in size and power. Also slow growth of an industry and high exit costs are increasing the rivalry. Price competi-

tion occurs when product or service pallets of competitors are nearly identical and switching costs to buyers are low. (Porter 2008.)

The cleaning industry faces high rivalry among existing competitors. As mentioned in the section 3.2 Cleaning sector in Finland, 4259 companies out of 4280 are small and medium sized in Finnish cleaning branch (Suomen Siivoustekninen liitto ry 2011b). Equality in size and power among the companies create high rivalry in cleaning industry. Price competition in cleaning industry is high since the offered services are similar among competitors and switching costs to a buyer are low.

Rivalry among existing competitors - HIGH

- companies mostly equal in size and power
- similar services among the competitors → price competition
- low switching costs

3.3 People working in cleaning sector

83,5 % of the cleaners and 96 % of the orderlies are women (Suomen Siivoustekninen liitto ry, 2011c). Cleaners' profession is one of the most common professions for women in Finland. In the cleaning industry most of the workforce comprises of aged employees which means that the increased workload has to be done more efficiently with aging labor force. (Seretin 2005.) Cleaning industry employs almost 9000 young persons, meaning employees of 18-24 years old. Still, half of the employees are older than 44 years old. (Suomen Siivoustekninen liitto ry, 2011c.)

Statistics Finland (2009) examined that approximately 52 000 persons were working as cleaners with several differentiating titles in 2008. If the orderlies were included, the amount raised to 76 000 persons. That accounts to 3% of total workforce in Finland. (Suomen Siivoustekninen liitto ry, 2011c.) Figure 8 on the next page demonstrates the cleaning employment in Finland in the year 2009.

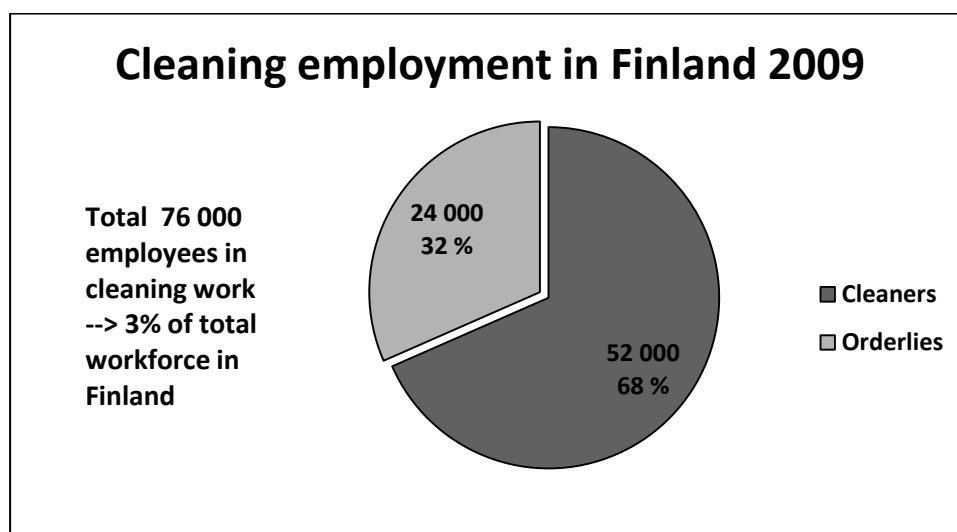


Figure 8 Cleaning employment in Finland 2009 (Suomen Siivoustekninen liitto ry, 2011c)

The share of immigrants is growing rapidly among the workforce in the cleaning industry. Immigrants do not always get a job equivalent to their education due to their lack of language or professional skills, or the previous education is not comparable in Finland. This segment of labor force has started to apply for branches from which the Finnish people are vanishing. The so-called entering branches for immigrants are nowadays in the service sector. In service sector it is possible to work with lower level of education but still the cultural skills such as language skills are required. (Trux 2000, 191, 271-272.)

Career changers are one group gravitating to cleaning industry. Previous work experiences from other branches can possibly be utilized in a new position. Career changers also bring recurrency for working community. It is a question of motivation how quickly a career changer absorbs the cleaner's professional skills. (Etelä...[et al] 1997, 55.) It is good to remember that cleaning industry employs also managers of cleaning services, teachers, consultants, and sales and marketing personnel. (Suomen Siivoustekninen liitto ry, 2011c.)

3.4 Educational challenges

On a yearly basis, the vocational upper secondary qualification of cleaning services is completed by less than a hundred young and little more than a thousand adult students. In the 19th century, the average of 200 intake positions for vocational upper secondary qualification of cleaning services has been increased in vocational institutes around Finland. Nonetheless, intake positions have remained unfilled every year since only slightly more than a hundred young persons have started the studies. (Suomen Siivoustekninen liitto ry, 2011d.)

Vocational upper secondary, further vocational and specialist vocational qualifications are more popular among adult students. Intake positions for adults have been increased and 150-200 new adult students have started the studies yearly. Especially people working already for the cleaning industry have updated their vocational skills by studying. Competence-based qualifications are performed by more than a thousand adult students yearly. (Suomen Siivoustekninen liitto ry, 2011d.)

The share of foreign students has increased considerably during past few years. 4.7% (267 persons) of total amount of cleaning students were foreigners in 2004 when the share was already 13.8% (837 persons) in 2009. (Suomen Siivoustekninen liitto ry, 2011d.) As the amount of foreign workforce increases in Finland also the education of the language, culture and professional skills have to be emphasized. Language and vocational training have to be aimed to correspond the technical and cultural requirements of Finnish working life. However, practical language skills and professional vocabulary as well as the cultural behavior are learned best in the real life interaction situations. Relevant question arising from the matter is that what is the facet paying the education of immigrants for the use of labor market of Finland; employers, employees or the government? (Trux 2000, 192.)

According to the statistics of Ministry of Employment and the Economy, approximately 68% of unemployed cleaning workers did not have further vocational qualification in 2007. The low educational level of unemployed jobseekers in the

branch requires vocational further education and training in order to get this workforce utilized. (Suomen Siivoustekninen liitto ry, 2011d.)

3.5 Future of cleaning sector

Cleaning is necessary and valuable work due to fact that it sustains the health and wellbeing of people. Cleaning industry has a great impact on the economy and the importance is continuing to increase. Professional domestic cleaning became more important in the cleaning branch since the launch of domestic help credit. (Kauppinen...[et al] 2007, 375.) However, the government is launching changes to the regulation of the domestic help credit in the beginning of 2012. These changes will decrease the support for citizens to purchase cleaning and care services. The employment on the cleaning and care service sectors can be effected significantly on the new regulations while the whole economic development in Finland is slowing down at the same time. (Halava 2011.)

Cleaning in the municipal institutes has been commissioned from the own personnel. In recent years the outsourcing of cleaning services in municipalities has decreased the amount of municipal cleaners. The tendering policy influences a lot on the appreciation and development of the cleaning branch. The lowest price is nowadays the most important argument for the best offer. In future, the competitive edges for successful cleaning organizations will be quality assurance, skilled personnel, stability and flexibility. (Varjonen...[et al] 2005.)

Aging population creates challenge for the cleaning industry since the health and wellbeing of the cleaners need to be taken care of. Healthy lifestyle choices concerning sports and weight control need to be emphasized and promoted. Fundamental risk factor for people working in physically stressful branch is the declining ability to work. First the quality of work declines, then the ability to work and health weaken prematurely and finally this will lead to an early retirement. Active cooperation between the employer, employees and occupational health care service provider is compulsory in order to sustain the health and ability to work of the cleaners. (Kauppinen...[et al] 2007, 375.)

Cleaning industry has internationalized rapidly. Lack of skilled labor force has to be fixed with the utilization of immigrants as workforce since the industry does not appeal to young Finnish population. Multicultural workforce will bring new challenges for the line managers but also for occupational health care service providers since new operational modes need to be applied. Resources need to be directed to instructing and supervising the work of people with foreign background. Also the concept of cleanliness and objectives of the cleaning work vary in different cultures. (Kauppinen...[et al] 2007, 376.)

Even though the utilization of foreign workforce is one solution to meet the need of labor, there are some challenges which need to be considered. Language, communication and professional skills, and understanding the cultural environment of the society are crucial requirements in working life. The job applicant has to be able to unlock the social code of the working community, in other words, understand the culture and show that the person is able to fit into the community. Culture includes thousands of rules and expectations which are not usually said aloud and they can not be learned through the literature like language. The integration of large amounts of immigrants into Finnish society is going to be extremely challenging since Finland as a country does not have lot of experience of dealing with such matters. (Trux 2000, 164,191.)

The challenge for the future will also be to figure out how cleaning industry can change the image of the branch. The image effects to the motivation and commitment of the workforce for both Finnish and foreigners. There is lot of professional pride among the workers of cleaning industry and in the organizations the work of cleaners is very important. However customer companies do not always appreciate cleaners. The structural change which brought outsourcing as the phenomenon made the situation even worse since cleaners were separated from the working community. (Trux 2000, 276.)

3.6 Cleaning in health care sector

Cleaning in the health care organizations is done by orderlies, also referred as ward domestic. The work is done in shifts since the premises are in use either day and night or from early morning to late in the evening. Depending on the nature of the health care organization there may be environments varying in usage and then the demand of cleaning is different, for example waiting areas, operation rooms, surgeries, laboratories, ordinary offices, archives and storages. Cleaning objectives are set specifically according to the usage of the area and considering the hygiene risks. (Heikkilä...[et al] 2010, 250.)

Facility maintenance includes operations that orderlies and their line managers are dealing with. The operations vary in different health care facilities, but most typically they include cleaning services, food services and bed maintenance services and in some facilities also instrument maintenance, garbage handling and cloth maintenance services in the ward. When the work station of an orderly is a ward, a polyclinic or other service unit, customer service is included to the job description. (Hellstén 2004, 17.) Next, hospital cleaning, food services, bed maintenance service and customer service in the health care organization are introduced.

The main target of *hospital cleaning* is to remove dust, dirt and particles of the air in order to reduce the growth and living conditions of microbes which cause the contamination. The orderly must know the cleaning requirements set for specific cleanable area, signify the basics of hygiene and understand the means of infection spread. Aseptic order of cleaning is important in hospital cleaning. When aseptic cleaning order is applied, the cleanest areas are cleaned before the dirtier ones. The idea is to remove the dirt, not to spread it. Orderly must also recognize the required level of cleanliness in various hospital environments in order to use right kind of cleaning technique. Cleaning appropriately and focusing on the essential parts of the work are professional ways to manage the work of an orderly. (Hellstén 2004, 45.)

Orderlies may participate in *food services* in hospitals and care institutions, where several work tasks are combined. Tasks related to food service and kitchen

maintenance may be occasional or then form half of the work shift as the situation is in hospital wards. Food is an important part of the care service since it has a great effect on patient's physical condition. When handling the food, hygiene restrictions must be considered in order to avoid cross-contamination of harmful microbes and foodstuff. Working in the food services requires the knowledge of nutrition, special diets and grocery hygiene. (Heikkilä...[et al] 2010, 269-271.)

Bed maintenance service is part of orderlies work in some work stations. Hydraulic and electronic beds are used in wards and so-called ordinary beds are used in rest-homes and psychiatric units. Electronic and hydraulic beds enable ergonomic working positions when cleaning and making the bed. In some working units where the turnover of patients is high, bed maintenance services take a great share of the working shift. (Hellstén 2004, 99.)

The share of *customer services and assisting* in the work of an orderly varies in different types of health facilities. In the hospital, the share of these services covers approximately 10-15% of the work shift, when in psychiatric-, geriatric- and longterm patient institutions the share may be even half of the work shift. Customer service and assisting tasks increase the diversity of orderly's work. (Lausjärvi 1998, 4.) Since orderlies are working in close cooperation with the nursing personnel they are obliged to know the special characters of patient's treatment, required to be cooperative, eager for customer service and honor the patients' privacy regulations. (Heikkilä...[et al] 2010, 253.)

Most orderlies are working for municipalities and federations of municipalities but also private health organizations employ orderlies. Employment situation is generally good. However, regional differences occur and in some regions there is lack of skilled orderlies. (Työ- ja elinkeinoministeriö 2008.)

4 CASE STUDY: ESSHP

The chapter begins with the regional study of Mikkeli. The aim of the analysis is to investigate the external macro-environment of the case company. Next, the case company, Etelä-Savon sairaanhoitopiiri, is introduced shortly. Then the importance and requirements of orderlies in hospital environment are discussed in order to understand what kind of orderlies ESSHP needs. At last, a section 4.4 Current procedure in recruiting of orderlies is an empirical study. Group interview of cleaning managers of Mikkeli Central Hospital is the main source for the empirical section. At the end of the chapter, there is a SWOT analysis of the current recruiting procedures of orderlies.

4.1 Regional study of Mikkeli

The case company Etelä-Savon sairaanhoitopiiri operates in Mikkeli region. The region is studied in the section in order to assess whether the external macro-environment creates challenges or perhaps opportunities for the recruiting of orderlies. The external macro-environment is scanned by PEST analysis, which includes political, economic, social and technological factors. These external factors are usually uncontrollable and country-specific (Net MBA Business Knowledge Center 2010b). However, technological factors are excluded since they are not that relevant for the case. The analysis is especially considering factors which may have an effect on recruiting opportunities of orderlies for ESSHP.

4.1.1 Political factors

Political and legal stability in Finland is quite guaranteed, so the matters concerning these issues are not discussed further in this thesis. The municipal tax percentage however is more relevant and in Mikkeli it is 19.50% (Mikkelin kaupunki 2011b). Regular working hours in Finland are at most 8 hours daily and 40 hours weekly. Working hours are not more than 80 hours in a two week period and not more than 120 hours in a three week period. According to law or collective

agreement, the working hours can be arranged alternatively. (Työsuojeluhallinto 2011.)

In Finland, collective agreements are the basis of the salary structure since there is no binding minimum wage law. Collective agreement determines also other minimum employment terms (Työsuojeluhallinto 2011). The pay of almost 90 % of Finnish salary earners is determined according to collective agreements. If the field of employment does not have a generally binding collective agreement, the salary of the employee is specified in the working contract. When the employer belongs to the association of employers, the salary of employee is applied according to the collective agreement of the union. Otherwise the generally binding collective agreement of that field of employment is applied. In the cleaning branch, the collective agreements are generally used. (Ministry of Employment and the Economy 2006.)

There are several mandatory employee benefits in Finland. The Employees' Pension Act (TyEL) guarantees a pension on retirement based on the average earnings of past career. It also provides disability and survivors' pensions. Employer is required to pay the death benefit of around 15 600 euros for employees dying under 50 years old, reducing to 4320 euros at the age of 60. Occupational health care services need to be provided by the employer. (Tuomolin 2011.)

4.1.2 Economic factors

The damages of the previous economic crisis for municipal economy remained smaller than expected. Already in 2009, the balance development of municipal economy was accomplished by the support of government to municipalities, by improved employment development and the own saving procedures of municipalities. The expected improving economic development in Finland was estimated to effect positively in municipal tax income for the year 2011. (Mikkelin kaupunki 2011a.) However, during the year 2011, the common development in municipalities weakened due to the economic unstability in Europe. Economy of Etelä-Savo is weaker in the year 2012 than the average of the country since the tax income

has decreased, employment scheme has weakened and more dept has been taken. (Aluebarometri 2011.)

The economy type of Finland is mixed economy which means that both state and private organizations partake in economic activities such as production and services (Economy Watch 2010). The general skill level of the workforce in Finland is high. Table 7 below shows the educational distribution of the population in Mikkeli. 67.4% of the population in Mikkeli has some qualification. Upper secondary education is the most common education level in Mikkeli. The fact that in Mikkeli only upper secondary education and degree studies in university of applied sciences degrees are offered may have an effect on the low level of doctoral degrees in the town. The labor costs as well as the whole price level in Finland are high which has leaded the production to remove the operations to the countries with cheaper labor costs.

Table 7 Educational distribution in Mikkeli 2008 (Kunnat.net 2011)

	%	persons
Older than 15 year olds		41 098
People with some qualification	67,4	27 691
Upper secondary education	60,3	16 710
Lowest higher education	18,2	5 038
Bachelor's degree	12,5	3 459
Master's degree	8,4	2 319
Doctoral degree	0,6	165

Figure 9 below shows the employment distribution in Mikkeli in the year 2008. Services are the biggest employment sector in Mikkeli with 76 % of the employed population. Production employs 19 % of the population and agriculture 5 %.

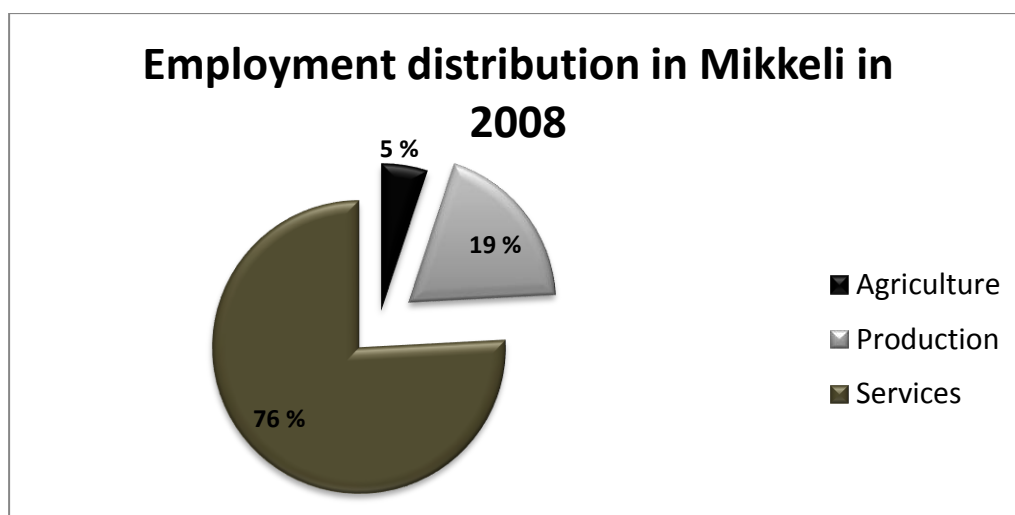


Figure 9 Employment distribution in Mikkeli in 2008 (Kunnat.net 2011)

Table 8 below describes laborforce statistics of Mikkeli in the year 2008. Unemployment rate was 10.6% (2008) which is higher than the average unemployment rate of Finland at the moment. The changes of general economic situation in Finland effect accordingly on the rate of unemployment.

Table 8 Laborforce Statistics of Mikkeli in 2008 (Kunnat.net 2011)

Laborforce Statistics of Mikkeli 2008	
Laborforce	23 108
Employed	20 649
Unemployed	2 459
Unemployment rate %	10,6

The share of immigrants in the region of Mikkeli has increased steadily during the years and in 2007 the amount was slightly under 1100. The unemployment rate of immigrants is approximately 20% in Mikkeli which is lower than the unemployment rate of immigrants in the region of Etelä-Savo but 10 percentage points higher than average unemployment rate of the region of Mikkeli. (Mikkelin seudun maahanmuutto-ohjelma 2008-2015 2011.)

4.1.3 Social factors

Table 9 below indicates the age distribution of Mikkeli in the year 2010. 65.2 % of the total population is working aged (15-64 years old). However, all of the working aged population is not counted as laborforce as we can discover by comparing the amounts of working aged population in table 9 below to total of laborforce in the table 8 above. The age structure of Mikkeli shows that the amount of older persons is higher than the young and that will cause problems in future when there are going to be more pensioners than tax-payers.

Table 9 Age distribution in Mikkeli 31.12.2010 (Kunnat.net 2011)

0-6 years old	6,8 %	3 332
7-14 years old	8,3 %	4 052
15-64 years old	65,2 %	31 800
65-74 years old	10,6 %	5 148
75-84 years old	6,8 %	3 309
85 years old and older	2,3 %	1 110
Total		48 751

Figure 10 on the next page describes the estimated change development in population by the age groups in Mikkeli in 2008-2025. Most radical changes will be in the age groups of 65-74, 75-84 and 85-. From the year 2008 to the year 2025 the age group of 65-74 is estimated to increase first radically and then start to decrease after the year 2020. At the same time the age groups of 75-84 and 85- are increasing rapidly. The age group of 19-64 is decreasing slowly which means that the workforce is removing out of the labor market. The younger generations can not cover all the need of labor if the development goes as the figure shows. Section 2.2.4 Labor market of Finland discussed earlier of the phenomenon.

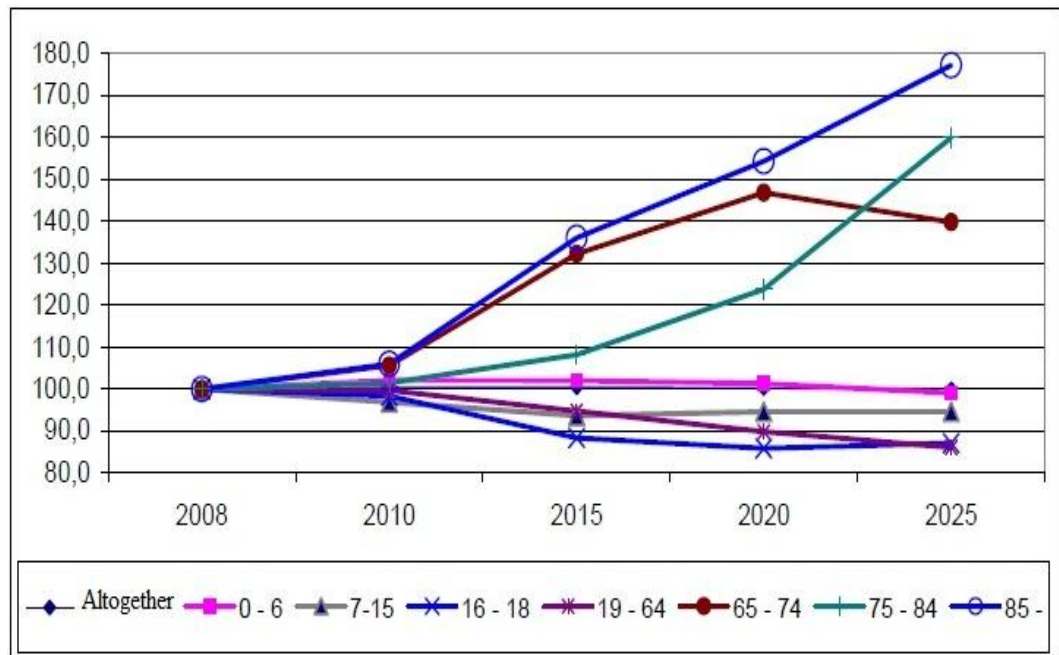


Figure 10 Estimated changes in population by age groups in Mikkeli (Mikkelin kaupunki 2011a)

In the operational area of the case company Etelä-Savon sairaanhoitopiiri, Mikkeli is the only municipality in which the age structure of the population remains close to the average of Finland. None of the municipalities on the operational area of ESSHP are able to reach positive population estimate in near decades. (Etelä-Savon sairaanhoitopiirin terveydenhuollon palvelujen järjestämissuunnitelma 2010.) Figure 11 below shows the change of population by municipality in 2005-2025. As mentioned, the population of Mikkeli remains as in the index year 2005 also in the year 2025 or grows a little.

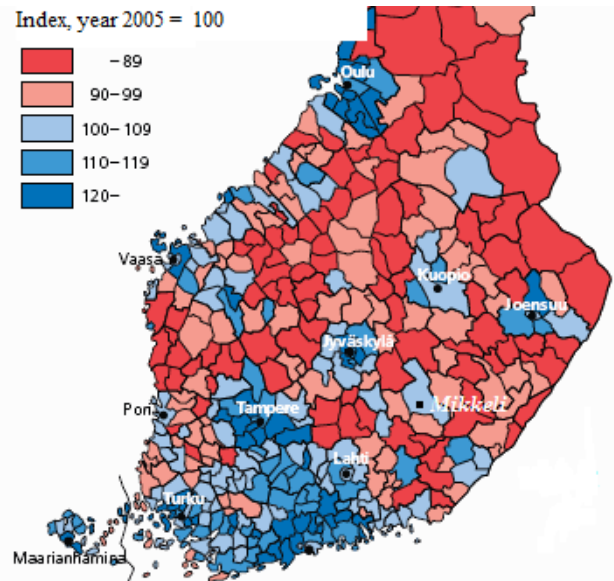


Figure 11 Change of population by municipality 2005-2025 (Tilastokeskus 2007)

According to Statistics Finland 2009, in the region of Etelä-Savo (59 498) there were approximately 1000 foreign workers which accounts to 1.7% of total work-force. 3.0% of cleaning workers in Etelä-Savo were foreign. As a comparison in Päijät-Häme (80 878) 8.3% of the cleaning workers were foreign and in Uusimaa (736 309) the share of foreign cleaners was 34.5%. (Tilastokeskus 2009.)

4.2 Company introduction

Etelä-Savon sairaanhoitopiiri consists of two hospitals, Mikkeli Central Hospital and Hospital of Moisio, and the operational area covers 11 municipalities in the south-eastern part of Finland. The operational area including the 11 municipalities can be noticed from the figure 12 below. Total population of municipalities cooperating is approximately 106 500. The total of sickbeds in the two hospitals is 319 from which 230 are somatic and 89 are psychiatric. ESSHP employs more than 1200 people. (Etelä-Savon sairaanhoitopiiri 2011a, 5.)



Figure 12 Operational area of ESSHP (Etelä-Savon sairaanhoitopiirin kuntayhtymä 2009)

Mission of ESSHP is to guarantee the availability of special and basic health care services in the municipalities, and to take care of economical and customer-oriented operation of the health care system. Cost-effective and high-quality health care services, and supporting the health and well-being of population in the municipalities are the targets of ESSHP. Strategic goals are to increase customer-orientation, increase productivity and develop the organization actively. (Etelä-Savon sairaanhoitopiirin kuntayhtymä 2011b.)

Figure 13 below shows the distribution of vacancies by professional groups in ESSHP in the year 2010. As we can notice from the figure, nurses and equivalents are the biggest profession group with 589 employees. Maintenance personnel are bold in the figure since orderlies belong to this group. However, maintenance personnel group includes other maintenance professions as well.

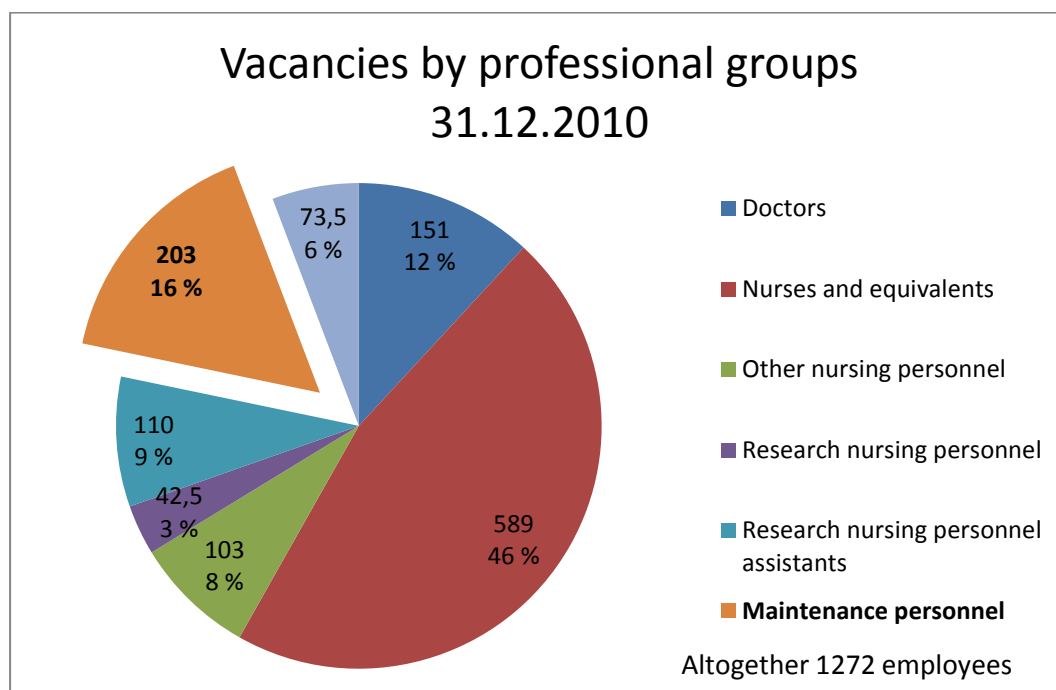


Figure 13 Vacancies by professional groups 31.12.2010 in ESSHP (Etelä-Savon sairaanhoitopiirin kuntayhtymä 2011a)

Figure 14 below illustrates the age distribution of the personnel in ESSHP in the year 2010. First remarkable issue that the figure shows is that the majority of the personnel are female. This can be explained by the fact that nursing industry is female dominant in Finland and the majority of the workforce of ESSHP is nurses and equivalents (see figure 13 above). The average age of personnel is 45,2 years old; average age of permanent staff is 47,3 years old and temporary personnel 35,9 years old (Etelä-Savon sairaanhoitopiirin kuntayhtymä 2011a). The aged personnel is phenomenon which is faced in Finland at the moment since the babyboom-generation has started to retire. The age distribution of personnel in ESSHP is good example of the phenomenon.

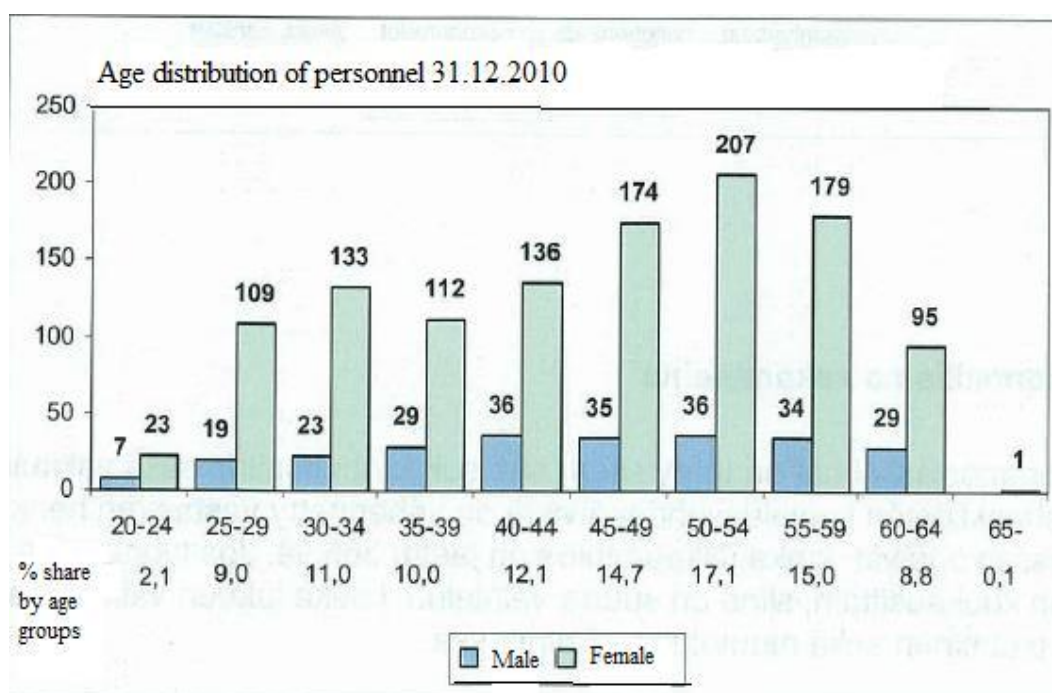


Figure 14 Age distribution of personnel 31.12.2010 in ESSHP (Etelä-Savon sairaanhoitopiirin kuntayhtymä 2011a)

The aim of public sector institutions as ESSHP is to encourage employees to remain employed few years longer than average retiring age. Greater retirement allowance is working as a motivator. The retirement scheme of ESSHP shows that 292 people are retiring till the end of 2019. Part of the former employees, already retired, work occasionally for ESSHP. (Etelä-Savon sairaanhoitopiirin kuntayhtymä 2011a.)

4.3 Importance and requirements of orderlies in hospital

The work and working tasks of orderlies in the health care branch were discussed generally in Section 3.6 Cleaning in health care sector. This section focuses more in detail to personal requirements and importance of an orderly in hospital environment and especially in the case company ESSHP.

The work of orderlies in hospital requires grounded vocational skills which mean that when recruiting, the selected applicants should be qualified. The work demands basic knowledge of at least hygiene requirements in hospital environment,

cleaning skills, food services and customer service. It is recommended that a person hired has the vocational upper secondary qualification of cleaning services or some comparable qualification. (Hellstén 2004, 38.) As examined in section 3.2 Cleaning sector in Finland, the demand of qualified personnel in cleaning industry is higher than the supply. This causes the situation that the employer has to put more emphasis on introducing, for example, temporary employees to the work and wish that they are motivated to learn by doing.

The personnel in hospital usually work in smaller working groups or in a working team in which also orderlies belong. Multidisciplinary cooperation occurs when the hierarchy, varying job descriptions or the gender do not limit the cooperative working together (Lausjärvi 1998, 4). That is the reason why good cooperative skills, flexibility and adaptation to the working group are essential characters for an orderly. Safe treatment of a patient requires functioning cooperation and shared responsibility among the personnel. The work of an orderly is a part of the overall service and treatment of patients. (Hellstén 2004, 38.)

Customers have to be treated equally and the primary attention of the work will be in the needs of a customer. Orderly has to be capable of empathic interaction with the customers as well as know the responsibilities and confidential nature of the work when interacting with customers. (Laitoshuoltajan ammattitutkinnon perusteet 35/011/2005.) An orderly has to get along with different type and different aged patients since the work is very humane (Työ- ja elinkeinoministeriö 2008). Secrecy obligation sets that the employee has a liability not to reveal personal matters faced while working in the hospital. The obligation concerns not only patient data but also private matters of colleagues. Secrecy obligation binds also after the employment has ended. Finnish law has set the infringement of secrecy obligations as punishable act. (Etelä-Savon sairaanhoitopiiri 2011a, 13-14.)

Good health and tidy appearance are required for a person working in a hospital environment (Hellstén 2004, 39). Since the hospital is a service facility, the quality of the service is evaluated also by the appearance of personnel. During the working time, the personnel of hospital are expected to dress appropriately. When working in hospital, the use of working clothes offered by an employer is required

and those need to be changed frequently. Watches, visible piercings and other jewelry do not belong to hospital environment since they are not hygienic. (Etelä-Savon sairaanhoitopiiri 2011a, 8.)

4.4 Current procedures in recruiting of orderlies

The current recruiting process of orderlies is introduced. The knowledge is based on the group interview of two cleaning managers working in Mikkeli Central Hospital. Recruitment process represents the way cleaning department of Mikkeli Central Hospital is dealing with the recruiting of orderlies. The recruiting process is explained in detail in order to determine the situation at the moment. The section includes the current procedures of personnel planning, recruiting, introducing and motivating of orderlies. In addition, the possibilities of outsourcing and workforce leasing, and cooperation with the local operators are discussed. At the end of the section, the current situation is assessed with SWOT -analysis.

4.4.1 Personnel planning of orderlies

ESSHP has very comprehensive multiprofessional personnel strategy which is long-term development plan of personnel resources and personnel management. The biggest human resource challenges of ESSHP will be the share of personnel retirements and the change in age distribution of personnel. In next ten years, 50 % of current orderlies are getting retired (Hokkanen & Ranta 2011). In some profession groups, the availability of workforce is already weakened and in future the availability of the both permanent and temporary workforce will weaken. The aim is that the most of the processes are dealt with own personnel. (Etelä-Savon sairaanhoitopiiri, 2011b.)

Personnel strategy includes principles of human resource management and plan of well-being at work. The vision for personnel is to have the right amount of skilled employees and guarantee the work safety, good working atmosphere and terms of employment in order for personnel to be well-being. (Etelä-Savon sairaanhoitopiiri, 2011b.)

Extracts of ESSHP personnel strategy 2012-2016:

- With *right amount and right personnel structure*, the motivation, creativity and ability to work remain. Requirements of the work need to be in balance with the amount and quality of personnel.
- *Competitive wage system, good working conditions and further training possibilities* are prerequisites to remain the attraction of the organization. Practical training periods will be offered systematically for students of different vocational institutes, polytechnics and universities.
- New electric recruitment system (Kuntarekry) is established in ESSHP.
- Vacancies are mainly filled with *permanent type of personnel*. Temporary personnel are used only when absolutely necessary. Short absences are primarily aimed to be dealt with the help of backup-personnel and work shift ordering.
- *Job rotation system* (page 13) is utilized in recruiting. Social media utilization is being developed for the help of recruiting.
- *Thorough introduction* to working tasks and principles of working community is necessary for new employees in order for them to start performing the work independently and utilizing their professional skills. Up-to-date introduction programs are used, and all the profession groups and working stations have specifically named responsible people for professional introduction. Time need to be reserved enough for introduction.
- *Cooperation with various educational institutions* is being developed as more intensive in order to get ESSHP's needs being noticed in development projects, study programs and continuing education planning.
- The recent *development of municipal pay system* and the continuation of this development are securing the competitive wages.
- Work-life balance of employees is supported by *flexible working time planning* and by *occupational health care services*. (Etelä-Savon sairaanhoitopiiri 2011b.)

At the moment, the managers of cleaning department do all the personnel planning concerning orderlies in Mikkeli Central Hospital. Personnel planning is eve-

ry day work since the absences demand planning of who is able to perform in which work station. The aim is that the workforce would be permanent and temporary workers are needed only in summer time. They have succeeded in planning quite well since the vacations are running around the year and still enough workforce is remaining. Even the back-up personnel is mainly permanent staff. Every spring the vacations are set and then counted how many temporary workers are needed for summer time. (Hokkanen & Ranta 2011.)

Cleaning management is preparing also for the future. The amount of retiring orderlies and their approximate time of retirement requires planning. The time of retiring is not so foreseeable since employees can continue working after the age of 63 if they wish. Still some sort of estimate of how many orderlies are retiring in five years is accomplished. Nowadays the employee can announce the retirement one month earlier so anticipatory quering is necessary. Managers are already planning the utilization of current temporary workers to cover the need of labor in future. (Hokkanen & Ranta 2011.)

4.4.2 Recruiting process of orderlies

Managers of cleaning department mostly manage the recruiting of orderlies in Mikkeli Central Hospital since they have the best knowledge of the requirements of the job. Table 10 shows the process stages of recruiting of orderlies. First, the cleaning managers set the need of employees, and then recruiting department of Mikkeli Central Hospital takes care of the job advertisement. The cleaning managers deal with applications, interviewing and the final selection of the applicants. (Hokkanen & Ranta 2011.)

Table 10 Process stages of recruiting of orderlies

Jobseeker			App- lication			
Recruiting unit		Job advertising				
Cleaning managers	The an- nouncement of the need			Going through the applications	Inter- viewing	Selection

As mentioned earlier, temporary workforce is aimed to be used only in summer time when the vacations of employees tend to be longer. Temporary workers are recruited as declared above in table 10. According to general practice, permanent positions are offered for temporary workforce who has been serving for longer time in ESSHP. This is demanded also by the law. Permanent vacancies have to be informed publicly even though the managers already know who they are hiring. (Hokkanen & Ranta 2011.)

The requirement standards have to be set for the orderlies working in the hospital environment. The prior requirement is either vocational qualification or competent working experience in the cleaning branch. Experience of cleaning work can be compared to the vocational qualification since there must have been introduction in previous positions. As personality requirements, orderlies need to get along with various types of people, be cooperative and can not have suspicious background. The applicant needs to be assessed in the interview phase. (Hokkanen & Ranta 2011.)

External sources generally used for seeking applicants for orderly positions are *local governmental employment office*, *vocational school* and *word-of-mouth marketing*. New electronic recruiting system, *Kuntarekry*, has recently being taken in use. Students as a workforce are also being utilized in some extent. In few occasions, the cleaning manager Hokkanen has visited local governmental employment office and introduced the work of an orderly in such *recruitment event*. The introduction has been done also the *event of vocational school* in which different

employers have informed the youth of their companies and working possibilities. However, these events have not been experienced as beneficial compared to the workload, and the participators are not seen as suitable candidates. These kinds of events do not serve the need of cleaning department of Central Hospital. (Hokkanen & Ranta 2011.)

Apprenticeship training has been utilized in the cleaning department. Nowadays, apprenticeship is done as competence-based qualification which means that the student has to pass five competence tests. Apprenticeship training requires lot of planning and is demanding for the managers. However, after the training the apprentice has specified qualification for the employers needs. Most difficult issue in utilization of apprenticeship training is the fact that it needs to be based on working contract. Since the cleaning department of Central Hospital does not have big budget for temporary workforce, the specified need or vacancy should be pointed for an apprentice. If the person is a quick learner and able to adapt, the use of apprenticeship training is not seen as a problem by the cleaning managers. The amount of apprentices however has to be limited in order for both parties to gain at most. For future, apprenticeship training may be one mean of acquiring workforce but the candidate has to be motivated and committed enough. (Hokkanen & Ranta 2011.)

Occasionally skilled orderlies are hard to find and this is most probably to increase on the operational area of ESSHP in future. Applicants without professional qualification or work experience in the cleaning branch have been accepted as temporary workers. Despite the lack of vocational qualification the positive attitude and willingness to learn have helped them to survive successfully of the work of an orderly. The working motivation of an employee is mentioned as more important characteristic than formal qualification. Vocational qualification does not guarantee that the person is suitable to work in hospital environment. (Hokkanen & Ranta 2011.)

When the temporary worker does not have the experience of professional cleaning or education, the introduction becomes more essential. The mentor must be motivated and committed, and support the adaptation of the new employee. Also the

work station in the hospital is selected according to the work experience of cleaning. Work stations where the days and tasks remain similar are easier for the beginners. The utilization of uneducated workforce has not created problems but required more from introduction phase thus required more financial resources. (Hokkanen & Ranta 2011.)

According to Hokkanen & Ranta (2011) *foreign workforce* has been utilized very little in the cleaning department of Mikkeli Central Hospital; however the experiences have primarily been positive. Most of the immigrants utilized as workforce have been Ingrian Finns who understand the Finnish. The essential issue with foreign employees is their capability to understand and produce Finnish. Also the time concept in Finland has to be clear for foreign workers. The punctuality in Finnish working culture is not always understood in other cultures. Few vocational students with immigrant background are arriving to practical training periods to Central Hospital in the spring 2012. Originally they come from neighbouring countries of Finland.

4.4.3 Outsourcing and workforce leasing

Outsourcing of cleaning services in ESSHP has been considered by the higher management and at the moment it is current topic again. In the beginning of 2012, the outsourcing of cleaning services in Hospital of Moisio is taken into closer consideration. In Mikkeli Central Hospital, the own cleaning department continues to operate as earlier at least for the moment. The cleaning of some parts in Mikkeli Central Hospital was outsourced already as an experiment but in the beginning of 2012 they return back for the cleaning department. (Hokkanen & Ranta 2011.)

Hokkanen & Ranta (2011) believe that outsourcing the cleaning services in Central Hospital would not work in practice since the private sector has high personnel turnover and problems in finding proper labor force. The quality of work would be unsatisfying for the hospital requirements. These views are justified by examining the renovation cleanings which are outsourced in ESSHP. Private sec-

tor cleaners do not have enough time to clean the areas properly which creates more work for cleaning department since they have to observe the quality of work constantly and make reclamations. *Workforce leasing* is not discussed since it is not allowed in ESSHP. Employees need to be acquired in other means.

4.4.4 Introducing and motivating of orderlies

Introducing of new orderlies is dealt quite thoroughly in the cleaning department of Central Hospital. Before the employee starts working, the person receives introducing leaflet which includes the basic knowledge of the organization, common practices, and terms of employment. On the first day, the basic issues of, for example, keys and working clothing are introduced by the cleaning manager. After the introduction of basic issues concerning the work, the new employee is moving to the work station where the newcomer is working together with the specified mentor for certain period of time. In next few days, the issues declared in introducing program are taught while working. The introducing program includes a list of issues which need to be gone through with the new employee. It reminds the mentor to introduce all the important matters related to the cleaning, food- and bed maintenance services and current work station. (Hokkanen & Ranta 2011.)

When the new employee does not have vocational qualification, the introducing will be more thorough. The understanding of why and how different working equipment is used need to be clarified. Vocationally qualified newcomers have shorter introducing period than uneducated ones which results in cost-savings. The average introducing period for not vocationally qualified worker is two weeks. However, the length of introducing period is in accordance with the challengingness of the work station. Some workstations include various cleanable areas when others include only few. The length of introducing period may be only few days for vocationally qualified employees. (Hokkanen & Ranta 2011.)

According to Hokkanen & Ranta (2011), the cleaning department does not have a motivational strategy for its employees but thorough introducing is mentioned as important step. In different work stations, the cleaning department has specified

group of cleaning mentors who are committed and motivated to their work, thus willing to introduce the work for new employees. When the attitude of the mentor is correct, the new employee assimilates with it while learning the working tasks. The importance of welcoming the new employee to new working area is noticed.

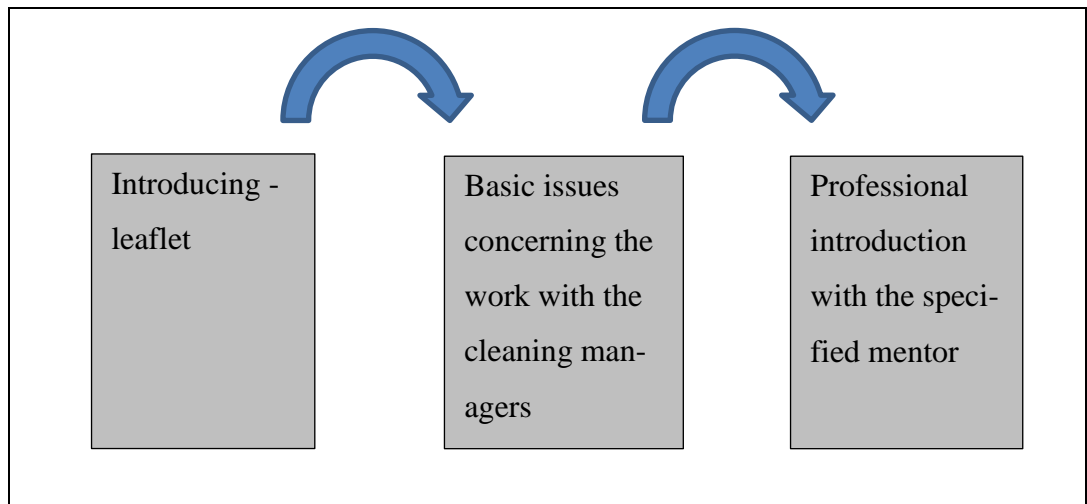


Figure 15 Stages of introduction for the work of an orderly

ESSHP has great *personnel benefits*. The assistance in finding the apartment for personnel is offered. ESSHP also owns flats which are rented to the employees. There are two day care centers in Mikkeli which primarily are meant for children of ESSHP's personnel. Free basic occupational health care services and working clothes are provided by the employer. Employees of ESSHP are able to get support for their free time sports activities in sport centers and swimming halls, and also to cultural events such as concerts and theatre. Sport center in Hospital of Moisio, including swimming pool and gym, can be utilized during the personnel shifts against small compensation. The leisure area of Anianniemi which is located ten kilometers out of Mikkeli is in the use of personnel. (Etelä-Savon sairaanhoitopiiri 2011a.) New employees get the knowledge of these personnel benefits through the onboarding leaflet and intranet.

4.4.5 Cooperational actions in recruiting of orderlies

Cleaning department has had cooperation in recruiting of orderlies with *local governmental employment office, local vocational institute and recruiting department of ESSHP*. More cooperation is wished with vocational institute in order to get students for practical training periods to the hospital. Traditionally employees have been found that way. However, the amount of cleaning students is small. (Hokkanen & Ranta 2011.) In vocational institute of Etelä-Savo, 78 adult students started competence-based qualification studies in all cleaning service education forms and in vocational upper secondary, further vocational and specialist vocational qualifications started altogether 22 students in the year 2011. The amounts include also matron students since they can also perform cleaning work. (Turkki 2012.) The questions arising are how to arouse more students to the branch and how to increase knowledge of the public about the work of an orderly in hospital environment (Hokkanen & Ranta 2011).

Cleaning department of Mikkeli Central Hospital participated in the project *PuhkausPalvelut Puhuttavat* (1.8.2005 - 31.12.2007) in which the vocational institute of Etelä-Savo in cooperation with governmental employment offices and cleaning branch employers of the region solved the issues related to the workforce demand of future in the branch. The aim was to increase the attractiveness of cleaning branch especially in the eyes of career changers, men and immigrants in the region of Etelä-Savo. The cooperation between the cleaning branch employers, local employment offices and vocational institute was developed. During the project, the employment possibilities of the branch and promotion of cleaning education were emphasized. The idea of the project originated from Jyväskylä where similar project was implemented with good results. (Silvennoinen 2007.) However, the cleaning managers of the Central Hospital estimated that the benefits of the project were not aligned with the work load.

4.4.6 SWOT analysis of current recruiting of orderlies

SWOT analysis is useful analyzing tool for various situations in which understanding the phenomenon or decision-making are necessary. Abbreviation SWOT consists of Strengths, Weaknesses, Opportunities and Threats. SWOT is very flexible analyzing tool which is widely used for marketing and business purposes. In business analysis SWOT is categorized in internal (SW) and external (OT) dimensions which can be quite limiting. (Chapman 2011.) In this thesis the author uses more open interpretation in which the threats and opportunities are not limited only as external factors.

Table 11 on the next page summarizes the current recruiting of orderlies in the form of SWOT analysis. The strengths, weaknesses, opportunities and threats of current recruiting are combined in the table. Chapter 5 Conclusion and recommendations are based on the results of the analysis.

Table 11 SWOT -analysis of current recruiting of orderlies in Mikkeli Central Hospital

<p>STRENGTHS</p> <ul style="list-style-type: none"> - Personnel planning: knowledge of what the future will hold - Clear recruiting process - Most of the current workforce are permanent - Various recruiting tactics already utilized: contact with vocational school, events, apprenticeship - Thorough introducing and specified mentors - Good personnel benefits - Existing cooperation relations with vocational institute and local governmental employment office - Participation in the project PuhtausPalvelut Puhuttavat → At least gaining relations, trying new recruiting tactics and creating the view of future with other professionals
<p>WEAKNESSES</p> <ul style="list-style-type: none"> - Skilled orderlies for temporary workers hard to find - Foreign workforce utilization has been minor → Future will probably bring this as more important option - Workforce leasing not allowed
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - The utilization of apprenticeship training - The utilization of foreign/immigrant workforce - Using personnel benefits as competitive advantage - Project participation may be more successful in future - Students of vocational institute in practical training periods - National image uplifting for cleaning/ orderly work by the help of f.ex. EU support → Ministry of Employment
<p>THREATS</p> <ul style="list-style-type: none"> - Outsourcing the work of orderlies to private sector - Lack of skilled and motivated cleaning workforce in the operational area of ESSHP - Lack of cleaning students in local vocational institute

5 CONCLUSION AND RECOMMENDATIONS

At the moment, the current situation of cleaning department of Mikkeli Central Hospital seems good compared to the overall situation in the cleaning branch in Finland. Most of their orderlies are permanent staff as the personnel strategy pursues and the importance of introducing is clearly recognized. Management of cleaning department has a clear view to future and they foresee the retirement wave of orderlies in the next five to ten years. When comparing the current situation of cleaning department to the three extreme models of how labor stability and turnover are correlated, introduced in the section 2.1.1 Labor turnover and stability index, the case situation resembles *high stability, high turnover -model*. High stability indicates the amount of permanent orderlies and high turnover relates to the turnover of temporary workers which are mainly used in summer time. However, the model is too extreme for situational description of the case.

The complications in recruiting of orderlies seem more related to the regional issues and cleaning industry than actual shortages in recruitment process. The age structure of the population in Mikkeli shows that in the future there will be great imbalance between young and old population. Older age groups are dominating while the amount of young population in the region is decreasing. This phenomenon creates great challenges for the employers, especially in the cleaning branch, to find skilled workforce.

External sources of labor have been utilized quite versitally since the job advertisement is placed in Kuntarekry and in governmental employment office web page. In addition, the vocational school has been contacted on the times of recruiting. Job fairs or job events in local employment agency and vocational school have been utilized even though they were uncovered to be unsuccessful for the recruitment of orderlies. Word-of mouth marketing has been used as a source. Apprenticeship training has been applied and discovered as positive, although the workload for managers is quite during the training. Workforce rental as a source for recruiting is forbidden in ESSHP.

Cleaning managers do not believe the outsourcing of the work of orderlies as successful since the private sector lacks even more skilled labor force and their personnel turnover is high. Foreign workforce has been exploited very little which probably has to do with the distant location of Mikkeli compared to more internationalized towns of Finland and that there has not been need to invoke immigrants as labor force. In the region of Etelä-Savo, the utilization of foreign labor force in the cleaning branch has been minor (3.0%) compared to situation in Päijät-Häme (8.3%) and Uusimaa (34.5%) (Tilastokeskus 2009).

The managers of cleaning department have developed their recruiting over time and stayed up-to-date with the changes of today as well as preparing for the future. Several external sources of labor have been utilized and the recruiting of orderlies is managed well in the current circumstances. As realized from the cleaning sector analysis and regional study, the future workforce of the cleaning department of Central Hospital is not likely to be young Finnish people. Despite the well managed situation, the cooperation with the local operators should be continued. The model of Southern-Finland in the utilization of foreign workforce should be considered since it may be one of the few options in the cleaning branch. Jenu (2012) believes that among her immigrant clients in governmental employment agency of Mikkeli there are lot of workforce potential especially for the use of cleaning industry. Despite all the recruiting actions, the image of the cleaning branch should be renewed in order to create permanent continuation for the acquisition of cleaning personnel in Finland.

5.1 Cooperation with local operators and apprenticeship training

The cleaning department of Mikkeli Central Hospital has been in *cooperation with the local vocational school and governmental employment office* in order to find skilled and motivated workforce. They participated in PuhtausPalvelut Puhuttavat –project in which the cleaning department pursued to find better recruiting solutions, improve the image of cleaning branch in the region of Etelä-Savo and intensify the relations with the local vocational school and governmental employment office. Turkki (2012) mentions dense cooperative marketing of the

cleaning branch by local cleaning operators and vocational institute as a mean for cleaning employers to find skilled workforce in future.

Cleaning managers wished more cooperation with the vocational institute of Etelä-Savo in the section 4.4.5 Cooperational actions in recruiting of orderlies. Students of vocational institute were desired for their practical training periods in Central Hospital which have traditionally leaded to later temporary and finally to permanent employment. The practical training advertisement can be added to the bulleting board of the vocational institute and in addition, the responsible teacher of the study programme can spread an advertisement via email to the cleaning students. The connection with the institute is at the moment already active.

In the section 4.4.2 Recruiting process of orderlies, the *apprenticeship training* was mentioned as a mean of recruitment which the cleaning department of Mikkelin Central Hospital had utilized. The use of apprenticeship training was described as a great workload during the training but rewarding after the apprentice had received the vocational qualification. The apprentice is trained specifically for the needs of the cleaning department which adds the value of employee for the employer. Cleaning managers of Central Hospital experienced the utilization of apprenticeship training as positive opportunity for the future. The greatest challenge with apprenticeship training is the need of employment contract which necessitates the actual need or vacancy in which the apprentice would be taken.

The utilization of apprenticeship training is practical long-term plan for human resource acquisition. If the both parties, apprentice and employer, are committed to the training as well as to the future employment, the result will be successful. Turkki (2012) states that apprenticeship training in the cleaning branch should be increased. Since the part-time and temporary nature of employment is the trend of future, the more stable employment in municipal sector could be attractive scenery. Image of the company as employer has great affect on the number of applicants since they choose in which company they prefer to work.

In the recruiting of apprentices and practical trainees, the cleaning managers could advertise the personnel benefits of ESSHP. As can be perceived from the section

4.4.4 Introducing and motivating of orderlies, the personnel benefits of ESSHP are versatile. In addition, the threat of unemployment is experienced less in the municipal sector than in the private sector. Personnel benefits of ESSHP combined with the continuity and stability of working in municipal sector are great competitive advantage in the labor market.

5.2 Utilization of foreign workforce and project participation

As mentioned in the section 3.2 Cleaning sector in Finland, the demand of employees in the cleaning branch is so urgent that the three biggest cleaning operators are targeting their recruiting to abroad since the young Finnish population are not interested in cleaning industry. The industry analysis indicates that since the share of immigrants working in cleaning branch as well as the share of foreign students in vocational cleaning education has increased, the challenge of the utilization of multicultural workforce has to be anticipated in the personnel planning. Turkki (2012) emphasizes that employers should bravely start taking vocational students with immigrant background to practical training periods. Approximately 10% of the students starting their cleaning studies in vocational institute of Etelä-Savo were immigrants in 2011. In future, the share of immigrants among the cleaning students is about to increase.

The challenges in recruiting have changed the attitudes of the employers towards hiring foreign workforce in the region of Mikkeli. In the survey from the year 2008, already 70% of the employers were willing to hire foreign workforce when the corresponding figure in the year 2007 was 40%. Despite the growing willingness to hire, only 2% of the employers have utilized foreign workforce in the region of Mikkeli. (Mikkelin seudun maahanmuutto-ohjelma 2008-2015 2011.) Immigrant clients of Jenu (2012) have got employed quite well in certain branches. After social integration, highly educated immigrants may be employed to the work corresponding to their previous education but these positions may not be located in Mikkeli. Immigrants with refugee background usually end up studying either cleaning services or as practical nurses. According to Jenu they have got employed quite well. The knowledge of direct recruitings from abroad does not

usually reach the governmental employment agency so those are excluded from the comments.

Mikkelin seudun maahanmuutto-ohjelma 2008-2015 (2011) wants to assist work-based immigration to the region by improving the adaptation, language training and employment of immigrants. Since the imbalance in age structure of the population does not support the well-being and the development of the region, active workforce has to be sought abroad. In next few years, the support of labor-based immigration, worklife-oriented education and language training need to be increased by concrete actions of the public authorities and local employers. The attitudes of citizens need to be changed as more positive towards internationalizing region of Mikkeli. According to Jenu (2012) for an immigrant it is clearly harder to get employed especially in the men dominated branches such as construction industry and engineering than for natives.

Table 12 below indicates the professions which will have the greatest demand of workforce in 2015. Cleaners and orderlies are going to be the third most employing professions in the region of Mikkeli. The governmental employment agencies of Etelä-Savo have estimated that 100 employees have to arrive yearly to the region of Mikkeli from other parts of Finland or from abroad in order to meet the need of labor force. (Mikkelin seudun maahanmuutto-ohjelma 2008-2015 2011.)

Table 12 Most employing professions in region of Mikkeli in 2015 (Mikkelin seudun maahanmuutto-ohjelma 2008-2015 2011)

Order	Profession	Needed amount/ year
1	Care takers (nurses, practical nurses etc.)	100
2	Machine and metal industry workers/ technicians, repairmen	35
3	Cleaners, orderlies	35
4	Drivers (Car and machine drivers)	35
5	Sales personnel	30
6	Restaurant personnel	30
7	Teachers	30

Table 13 below shows the distribution of foreign nationalities in the region of Mikkeli in the year 2007. The biggest nationality groups have been Russians, Afghans and Estonian. Even though the data is from the year 2007 and the amount of foreigners has most probably changed, the table gives directional information.

Table 13 Foreign nationalities in the region of Mikkeli in 2007 (Mikkelin seudun maahanmuutto-ohjelma 2008-2015 2011)

Foreign citizens altogether		Foreign jobseekers		The share of jobseekers/nationality
Nationality	Amount	Nationality	Amount	%
Russia	328	Russia	125	38 %
Afganistan	121	Afganistan	57	47 %
Estonia	111	Estonia	17	15 %
Myanmar	69	Myanmar	30	43 %
Sudan	66	Sudan	24	36 %
Bosnia and Herzegovina	61	Bosnia and Herzegovina	8	13 %
Turkey	30	Turkey	11	37 %
Sweden	25	Sweden	1	4 %
Germany	21	Germany	5	24 %
Thailand	21	Thailand	4	19 %
Altogether	1042	Altogether	332	32 %

Several *projects* aiming to improve the employment and education of immigrants have taken place in the region of Mikkeli over the years. KONTAKTI Maahanmuuttajien työllistymisen tukiprojekti (1.8.2001-31.3.2008) was project of vocational institute of Etelä-Savo in which the employment and adaptation of immigrants to the labor market of Finland was supported (Etelä-Savon ammattiopisto 2008). Pointti - Immigrants on the way to employment in South Savo (1.1.2008-30.6.2013) is cooperative project of vocational institute of Etelä-Savo, employment and economic development office of Mikkeli and MIMOSA multicultural center of Mikkeli. The project support the adaptation of immigrants to the region but offers also training and support for employers who will be working in multicultural environment in future. (Pointti-hanke 2011.)

Similar projects as introduced above have been and will be arranged as long as the imbalance between supply and demand of labor in the region of Mikkeli occurs. First step for preparing to future could be partaking for projects linked to immigration in which the assistance and guidance would be gained. Facets as vocational institute of Etelä-Savo and governmental employment office are participating to these projects also and since there has been already cooperation with the mentioned operators, the continuation would be familiar.

If an employer is interested and ready for the utilization of immigrants as labor force, the local governmental employment agency is eager for cooperation. Employer contacts are vital since the employment agency and vocational institute can only support the employment of immigrants but if the employer does not employ the person then all the work is for nothing. Several issues are complicating the employment of immigrants in the region of Mikkeli. Attitudes and fear towards the language and communication skills are mentioned as an example. Employers should accept that when the immigrant has the professional knowledge, the language skills are improving during the employment. (Jenu 2012.)

The common language region and geographic closeness of the departure country of an immigrant makes the adaptation easier which is the reason why Estonia is the favourable country for Finnish recruiters (Mikkelin seudun maahanmuutto-ohjelma 2008-2015 2011). Cultural differences in manners, way of addressing and hierarchy in the work place cause cultural conflicts which can be minimized by cultural training of both immigrants and Finnish. The knowledge of intercultural communication should be offered also for the current employees in order to ease the adaptation of the immigrants to the working community. The understanding that sometimes people act in certain way due to their cultural background not to create annoyance should be emphasized. When the person recognises own cultural habits, those can be controlled and mirrored to the habits of a person from other cultural region.

5.3 National image lift up of cleaning branch

Industry analysis of the cleaning branch revealed that it is not attractive for young Finnish population. In Finland, 3% of the total workforce are cleaners or orderlies, and most of them are women. Aging labor force is a phenomenon affecting quite harshly to the cleaning industry which is the reason why cleaning branch needs new employees. Since the cleaning education does not appeal to the applicants, the skilled workforce is hard to find. The three biggest operators in cleaning business are recruiting employees already from abroad since the workforce can not be found among the natives.

Cleaning branch in Finland is in a need of image lift up. By increasing the attractiveness of the industry the amount of applicants in vocational institutes would be increased and also the motivation and commitment of current cleaning workers would improve. The cleaning managers of Central Hospital mentioned that one reason for rejection of the cleaning industry may be people's lack of knowledge of the cleaning industry. The increased knowledge of the variability of cleaning branch and positive approach towards it would improve the appreciation of current cleaning workers and also decrease the underrating of the branch.

The importance of the cleaning work should be highlighted. While analyzing the cleaning industry, the author became aware that news concerning the branch was mostly negative. The news was about the poor employee availability of the branch, bad quality of the work, unfair competition situations and exploitation of the employees. The public opinion is composed by the available information sources. Since cleaning work has also positive characters, these should be emphasized. Section 3.1 Business description mentions that many cleaning workers enjoy versatility, variability and customer-oriented approach of the work. The result of the work can be seen immediately which serves as motivator.

Representative of the vocational institute had solutions on how the image of cleaning industry could be lifted up. The image of cleaning branch could be improved by informing guidance counsellors of the basic education institutes about the career possibilities in the cleaning industry. The knowledge of cleaning indus-

try among the public should be increased. The employers of cleaning branch should only hire vocationally qualified employees and the basic wage level should be increased as more attractive. Respectable and informative tv-series of the cleaning could improve the image aswell. There have already been tv-series of policemen, draftees and firefighters. Perhaps the media coverage could increase the visibility of cleaning branch. (Turkki 2011.)

The main association in Finnish cleaning industry, Suomen siivoustekninen liitto ry, could be the main facet in the cleaning industry image lift up. For such project the financial support could be applied from Ministry of Employment or from European Social Fund.

5.4 Strategic timetable and further study suggestion

Table 14, the strategic timetable below combines author's recommendations in the form of a plain scheme. The recommendations include ideas which could be considered by the commissioner.

Table 14 Strategic timetable for future

Spring/summer 2012	-Recruiting of temporary workers for summertime -Alluring cleaning students for practical training periods →Advertising of summer placements for them -Acquiring knowledge of immigration projects from local governmental employment agency →Showing interest towards such projects, learning about immigrants, courses for managers to understand the intercultural working environment
Autumn/winter 2012	-Taking part to immigration projects (f.ex. Pointti) →Possible employer if immigrants have good enough language, cultural and professional knowledge for hospital environment -Considering the utilization of apprenticeship training -Cultural training for current orderlies in order for them to learn about intercultural working environments -Start of Cleaning branch lift up -project (not by ESSHP)
2014	-Possibly employing already some well-adjusted immigrants as orderlies -Cleaning branch lift up -project has increased the conspicuousness of cleaning industry by being visible in several medias
2015	-The use of apprenticeship training considered when several vacancies open →especially focusing on adult career changers since their commitment may be more stable

The thesis recommends the national image lift up for the cleaning industry. Since this thesis does not discuss of how to get people interested in working for cleaning industry, there is a possible further research topic for future. How to improve the image of the branch in the eyes of the public, and how it could be advertised for workforce of future. In addition, what is the facit who is responsible for improving the image of the cleaning sector? The utilization of foreign workforce in the region of Mikkeli is mentioned as compulsory phenomenon for future. In further research, the development of the utilization could be studied since it is most likely to become more essential for the wellbeing of population in the Mikkeli region.

6 SUMMARY

The idea of the thesis, improving the recruiting process orderlies, originated from author's own work experience in the case company Etelä-Savon sairaanhoitopiiri. The lack of skilled orderlies created pressure for the line managers in the summer-time when the permanent staff was in the vacations.

Theoretical framework of the thesis is based on the human resource literature. Personnel planning, recruitment and motivating are discussed more in detail in order to increase the author's as well as commissioners' theoretical knowledge of the case issue. Careful personnel planning, recruiting and retaining the skilled and motivated employees among the organization are essential for the stable operations and productivity. Since personnel are the most important resource of the company, the human resource processes should not be underestimated.

The cleaning industry was analyzed since orderlies are cleaning professionals working in the health care organizations. The analysis revealed that the lack of skilled workforce is nationwide issue in the cleaning branch currently and it will be escalated in next few years due to the retirement wave of babyboom generation. Since young Finnish population do not apply for the cleaning industry education, the three biggest operators assess the foreign workforce as solution for the recruiting challenges.

Regional study of Mikkeli unveiled that the age distribution of population will create problems in future when the amount of older population increases quicker than younger population. Company introduction and the further explanations on the importance of orderlies in hospital environment offered background information before the introduction of case situation. Empirical section introduced the current recruiting process of orderlies in Mikkeli Central Hospital which belongs to Etelä-Savon sairaanhoitopiiri.

As a conclusion, the personnel situation of cleaning department of Mikkeli Central Hospital appears to be good compared to the overall situation in the cleaning branch in Finland. The external sources have been used diversily in recruiting.

The complications in recruiting of orderly concerning the case company ESSHP are more related to the regional issues and cleaning industry than actual shortages in recruitment process.

This thesis includes three recommendations. Cooperation with the local operators such as vocational institute and governmental employment agency should be continued and emphasized. The utilization of foreign workforce and increased project participation could be future prospects for cleaning department of Central Hospital. The third recommendation is not only for the case company but for the cleaning industry operators. The cleaning branch needs image lift up in order to attract more students and workforce for the use of the industry.

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APPENDICES

Haastattelurunko 1

Etelä-Savon sairaanhoitopiiri

Ryhmähaastattelu: siivouspäällikkö M. Hokkanen ja siivoustyönjohtaja P. Ranta

Henkilöstösuunnittelu

-Miten siivoustoimen henkilöstösuunnittelu järjestetään? Onko jonkinlaista henkilöstöpolitiikkaa/strategiaa jota pitää noudattaa?

-Kuka siitä vastaa: rekrytointiyksikkö? Mikä on rekrytointiyksikön rooli?

-Milloin teillä on tarvetta henkilöstösuunnittelulle? (esim. lomakaudet, eläkkeellejäänti)

-Miltä näyttää tulevaisuuden henkilöstön tarve siivoustoimessa?

Rekrytointi

-Miten rekrytointi siivoustoimen töihin hoidetaan?

-Mitä hakukanavia käytetään kun etsitään sijaisia, entä vakituisia työntekijöitä? Onko eroa?

-Sisäinen haku, ulkoinen haku?

-Yhteistyö: rekrytointiyksikön (kuntarekry?) kanssa, työ- ja elinkeinotoimiston (ELY-keskus) kanssa? Etelä-Savon ammattiopiston kanssa?

-Millaiseksi olette havainnut hakijajoukon? (esim. kouluttamattomia, onko valinnan varaa)

-Miten paljon pitää palkata kouluttamattomia? Onko tästä ollut ongelmia esim. työn laadussa?

-Entä ulkomaalainen työvoima? Onko kokemusta/ennakkoluuloja yms?

Ulkoistaminen/työvoiman vuokraus

-Onko mietitty siivoustyön ulkoistamista ESSHP:ssä? Mitä mieltä olette?

-Onko mietitty työvoiman vuokraamista (jos sijaisia ei löydy, onko jouduttu vuokraamaan)? Mitä mieltä olette?

Motivointi/sitouttaminen

-Miten perehdytys työhön hoidetaan?

-Onko teillä keinoja henkilöstön sitouttamiseen/motivointiin?

-Millaisia henkilöstöetuja ESSHP tarjoaa?

Yhteistyö

-Onko jotain tahoa jonka kanssa toivoisitte lisää yhteistyötä rekrytoinnin kannalta? (esim. ammattiopisto, rekrytointiyksikkö, TE-toimisto/ELY-keskus)

Haastattelurunko 2

Etelä-Savon ammattiopisto

Laitoshuoltajien ja toimitilahuoltajien vastuuopettaja, S. Turkki

1. Paljonko arviolta teillä aloittaa/valmistuu vuosittain siivousalan opiskelijoita? Millainen on maahanmuuttajien osuus?
2. Miltä mielestänne näyttää siivousalan koulutuksen tulevaisuus?
3. Kuinka mielestänne siivousalan työnantaja löytää nyt ja tulevaisuudessa osaavaa työvoimaa?
4. Miten mielestänne siivousalan imagoa voisi parantaa Suomessa?

Haastattelurunko 3

Mikkelin työ- ja elinkeinotoimisto

Erikoistyövoimaneuvoja, P. Jenu

1. Kuinka näette maahanmuuttajien käytön työvoimana Mikkelin seudulla nyt ja tulevaisuudessa?
2. Mistä ja miten mielestänne Mikkelin alueella on mahdollista löytää työvoimaa siivousalalle?
3. Pitäisikö siivousalan yritysten osallistua paikallisiin maahanmuuttoprojekteihin? Olisiko siitä apua rekrytointiin?